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NAVY RECRUITING MANUAL-ENLISTED COMNAVCRUITCOMINST 1130.8J

VOLUME I – RECRUITING OPERATIONS

COMMANDER, NAVY RECRUITING COMMAND

17 MAY 2011

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Commander, Navy Recruiting Command

NAVY RECRUITING MANUAL-ENLISTED

VOLUME I – STATION OPERATIONS

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RECORD OF CHANGES					
CHANGE		**DATE RECEIVED**	**DATE INSERTED**	**INITIALS**	**DESCRIPTION**
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INTRODUCTION

000001. **AUTHORITY.** The Secretary of the Navy approved the establishment of the Navy Recruiting Command, Washington, D. C., effective 06 April 1971. The Secretary of the Navy approved the establishment of the Navy Reserve Recruiting Command, effective 16 February 1989. Navy Recruiting Command and Navy Reserve Recruiting Command consolidated on 1 October 2002, and are known as Navy Recruiting Command.

000002. **PURPOSE.** This manual is issued to promulgate policies and procedures for the guidance of personnel assigned to duties involving the procurement of enlisted Sailors, to establish the criteria for enlistment, to establish procedures governing the processing of applicants, and to summarize recruiting support programs to be used in accomplishing the Active and Reserve Component enlisted recruiting mission. This manual is released in five volumes.

    a. Volume I: Recruiting Operations

    b. Volume II: Eligibility Requirements

    c. Volume III: Forms and Documents

    d. Volume IV: Programs and Classification

    e. Volume V: DEP Management

000003. **STATUS**

    a. The policies and procedures in this manual, presented in five volumes, apply to Navy Recruiting Headquarters, subordinate recruiting and training commands, field commanders, staff and personnel who are authorized to recruit for the U.S. Navy.

    b. Any deviation from the instructions in this manual must be authorized by Commander, Navy Recruiting Command.

000004. **RESPONSIBILITY.** The Commander, Navy Recruiting Command is responsible for the accuracy, currency, modification, and distribution of this Manual. NAVCRUITCOM staff and field commanders are responsible for the timely entry of changes and the physical maintenance of copies of this manual.

000005. **ORGANIZATION**

    a. This manual is organized into chapters identified by an Arabic numeral as listed in the overall contents.

b. Paragraph numbering is based on six digits. The first two digits indicates the chapter; the next two digits, the section, the final two digits the general major paragraph number; and the combinations which follow the decimal point, the subparagraph number; e.g., 010302d.(2)(d) refers to chapter 1, section 3, general major paragraph number 02, subparagraph d.(2)(d).

c. Pages are numbered in separate series by chapter and section, e.g., the fifth page of Chapter 1, Section 3 is shown as:

<div align="center">Chapter 1   Section 3   5</div>

000006. **CHANGES.** NAVCRUITCOM will publish changes to this manual per established criteria. Such changes are numbered consecutively. Record receipt and entry of such changes on the page provided for that purpose. Paragraph and text that have been revised or added as a result of a change will appear highlighted.

000007. **RECRUITING FORMS AND DOCUMENTS.** Forms and documents necessary for the processing of Navy applicants for Active and Reserve Components enlistment and affiliation can be located on the NAVCRUITCOM directives/forms web page. Recruiters must utilize the application found in Web RTools, CIRIMS or the forms and documents posted on the NAVCRUITCOM directives/forms web page to build an enlistment kit and process applicants. **The Web RTools kit is the only authorized kit to be used for processing Navy applicants. Use of locally generated forms is prohibited.**

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CHANGES TO COMNAVCRUITCOMINST 1130.8 AND DISTRIBUTION

010101. **COMNAVCRUITCOMINST 1130.8 RECOMMENDED CHANGES**

a. Recommended changes to COMNAVCRUITCOMINST 1130.8 may be submitted by anyone via their chain of command.

(1) Changes must be submitted in the exact form and wording being recommended. Identify the article(s) and page number(s) affected by the recommended change. Include full justification for the proposed change.

(2) Recommended changes shall be typewritten, legibly printed, or legibly handwritten. Navy Recruiting Command members shall copy and complete Exhibit 010101, Recommended Change Form, when submitting change recommendations to NAVCRUITCOM (N35). Change recommendations received via any format other than Exhibit 010101 will not be accepted. Change recommendations received without proper routing via the chain of command or endorsements will not be accepted. Address recommended changes to:

> Commander, Navy Recruiting Command
> Policy and Programs Division (N35)
> 5722 Integrity Drive
> Millington, TN 38054-5057

Note: Provide an information copy to:

> Commander, Navy Recruiting Command (N7)

b. Textual changes will be highlighted in both the paper and electronic versions of COMNAVCRUITCOMINST 1130.8.

010102. **AUTHORITY FOR ISSUANCE.** This manual is issued under Title 5, U. S. Code, Sections 301 and 302; Title 10, U. S. Code, Chapter 31; and Articles 0206 and 0307, U. S. Navy Regulations 1973. See also the Military Personnel Manual (MILPERSMAN) Article 1133-010, and Bureau of Personnel (BUPERS) Instruction 5450.16.

010103. **DISTRIBUTION.** COMNAVCRUITCOMINST 1130.8 and all future changes can be obtained by accessing the NAVCRUITCOM website using the following link: **http://cnrc.navy.mil** . Click on the "Publications" tab and then "Directives."

EXHIBIT 010101. **RECOMMENDED CHANGE SUBMISSION DOCUMENT**

Recommended Change to COMNAVCRUITCOMINST 1130.8

_____
                                                                                          Date

From: _____
To: Commander, Navy Recruiting Command
          Policy and Programs Division (N35)
          5722 Integrity Drive
          Millington, TN 38054-5057
Via: (1) (Submitting Member's Immediate Supervisor's Title)
          (2) (Submitting Member's Commanding Officer)

Subj: PROPOSED CHANGE TO COMNAVCRUITCOMINST 1130.8, Volume _____

1. Applicable page(s) _____, paragraph(s) _____
(Include all pages/paragraphs, which will be affected by the recommended change.)

2. Recommended change:
_____
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3. Justification:
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_____
                                                   Signature
Copy to:
DIR, NTT

1 of 2

EXHIBIT 010101. (P. 2) RECOMMENDED CHANGE SUBMISSION DOCUMENT

Recommended Change to COMNAVCRUITCOMINST 1130.8

First Endorsement

_____
(Date)

From: (Submitting Member's Immediate Supervisor's Title)
To: Commander, Navy Recruiting Command (N35)
Via: (Submitting Member's Commanding Officer)

1. Forwarded, recommending _____

2. Comments:

_____
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_____
(Signature)

Second Endorsement

_____
(Date)

From: (Submitting Member's Commanding Officer)
To: Commander, Navy Recruiting Command (N35)

1. Forwarded, recommending _____

2. Comments:

_____
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_____
_____

_____
(Signature)

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SECTION 2

ASSISTANCE TO RECRUITERS

010201. **RECRUIT PUBLIC AFFAIRS OFFICE**

a. When a parent or relative is in the Navy Recruiting Station and has questions a recruiter cannot readily answer, the recruiter is authorized to telephone the Public Affairs Office (PAO) at Recruit Training Command (RTC). If parents or relatives desire to contact RTC personally, they will be referred to the RTC PAO. Under the Privacy Act of 1974, the RTC PAO will provide only general, non-derogatory information over the telephone.

Public Affairs Office
Recruit Training Command
Great Lakes, IL 60088-3127
Commercial: (847)688-2405   DSN: 792-2405

Note: Refer to Volume IV, for information regarding Transient Personnel Units (TPUs) for prior service veterans not required to attend recruit training.

b. Problems. Specific problems that cannot be solved through the PAO should be referred to the NAVCRUITDIST Commanding Officer, or Commander, Navy Recruiting Region. Some particularly difficult problems may be referred to:

Inspector General
COMNAVCRUITCOM 00IG
5722 Integrity Drive
Millington, TN 38054-5057
Comm: (901)874-9030/31/33/34/35/36/38/54 DSN: 882
HOTLINE: (888) 247-9321   FAX: (901)874-9047

c. Emergency situations should be referred to:

(1) COMNAVCRUITCOM CDO: Cell Phone: (901)592-7215

(2) Red Cross: (877)272-7337 (Provide the service member's Name and SSN).

010202. **INTERPRETATIONS OF CONTENT**

a. Personnel requiring an interpretation of the intent of wording in this instruction shall contact their chain-of-command. In the event the chain-of-command cannot provide a satisfactory explanation, the Region representing the NAVCRUITDIST that raised the question will contact NAVCRUITCOM (N3).

b. All Navy applicants shall be processed in accordance with this instruction. If their eligibility circumstances do not fall within the parameters described herein, they shall not be processed.

010203. **RECRUIT RECORD.** Correspondence concerning Recruit Records (i.e., background checks, additions, or deletions) should be sent to:

> Chief in Charge
> Customer Service Detachment
> ATTN: Recruit Receipts
> 2605 Kansas Street
> Great Lakes, IL 60088-5522

SECTION 3

PUNITIVE APPLICATIONS OF COMNAVCRUITCOMINST 1130.8

010301. **CONTENT.** This manual is published as COMNAVCRUITCOM Instruction 1130.8 to prescribe enlistment eligibility requirements, provide information on various enlisted programs available to applicants for Naval Service, prescribe procedures for the enlistment and processing of men and women into the United States Navy Active and Reserve Components, and to govern the actions and conduct of all personnel connected with the recruitment and enlistment processing of Navy applicants.

010302. **AUTHORITY OF MANUAL.** COMNAVCRUITCOMINST 1130.8 has the same force as orders from Commander, Navy Recruiting Command. Violation of COMNAVCRUITCOMINST 1130.8 provides a basis for disciplinary action under the Uniform Code of Military Justice (UCMJ), e.g., Articles 84 and 92. Violations of COMNAVCRUITCOMINST 1130.8 may also be cause for appropriate civil action in addition to any penalty provided by the UCMJ.

010303. **FRAUDULENT ENLISTMENT.** If procedures for enlisting and processing are not strictly followed due to the apparent misconduct or negligence of recruiting personnel it <u>does not</u> make the applicant immediately ineligible for enlistment. NAVCRUITDIST COs shall; however, ensure the applicant had no culpability in, or knowledge of, the fraudulent act. Applicants are ineligible for enlistment when found to have complicity in, or knowledge of, the fraudulent act. COMNAVCRUITCOMINST 1130.8 does not abrogate jurisdiction for fraudulent reenlistment under Article 83, UCMJ.

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SECTION 4

MILITARY CONDUCT ON RECRUITING DUTY

010401. **PURPOSE.** This section contains:

   a. General policy and instructions governing the procurement of both prior service (PS) and non-prior service (NPS) enlisted personnel into the Navy and Navy Reserve (NR).

   b. Procedures that foster professional military standards for Sailors serving on the independent duty of recruiting.

010402. **ACCEPTANCE FOR ENLISTMENT OR REENLISTMENT.** Applicants who meet prescribed standards are acceptable for enlistment or reenlistment. No applicant will be refused enlistment because of race, color, religion, national origin, or gender, if otherwise qualified in accordance with the provisions of this Manual.

010403. **RECRUITER AWARENESS.** The policies, instructions, and procedures in this Manual implement directives from public law, Executive Orders, governmental agencies, Department of Defense (DoD), Department of the Navy (DoN), Navy Personnel Command (NPC), and COMNAVCRUITCOM Headquarters. The Navy recruiter is the indispensable element of mission accomplishment. Therefore, it is essential that each recruiter be thoroughly familiar with this manual. Recruiter awareness must also include knowledge of each step in the process of qualification and enlistment. Recommendations or inquiries shall be submitted to COMNAVCRUITCOM through the appropriate chain of command.

010404. **RECRUITING ETHICS**

   a. Penalty for Knowingly Enlisting Ineligible Applicants. Article 84, Uniform Code of Military Justice, expressly states: "Any person subject to this chapter who effects an enlistment or appointment in, or separation from the Armed Forces, of any person who is known by them to be ineligible for enlistment, appointment, or separation because it is prohibited by regulation, law, or order, shall be punished as a court-martial may direct."

   b. Recruiting Promises

      (1) Recruiting personnel shall not make oral or written promises to applicants, parents, or to others except as authorized by this Manual or by other appropriate Navy directives. Misrepresentation or deception shall not be tolerated. Implied or direct assurances and/or promises are prohibited. Further, recruiting personnel shall not suggest to rejected personnel that by contacting or sending correspondence to DoD, DoN, CNO, BUPERS, NAVCRUITCOM, or to a political representative could assist in gaining enlistment preference or overcoming the reason for their rejection. All

applicants shall be evaluated on their individual merits and qualifications alone using the "whole person" concept.

(2) Recruiting personnel shall ensure applicants fully understand the true nature and scope of their agreement with the Navy. Special care must be taken to clarify or avoid any statements, oral or written, that could possibly be construed or misinterpreted as a promise. There are certain matters that must receive special emphasis so that applicants will have a true and proper understanding. These are matters that relate to:

(a) Enlistment Incentives, Bonus Programs, College Fund "Kicker"

(b) Geographical/Duty Stations

(c) Advanced Pay Grade or Promotions

(d) Educational Opportunities

(e) Meaning/Requirements of Military Service Obligation (MSO)

(3) The Navy is a challenging career. If properly presented, this should be sufficient attraction for young men and women of the desired character. Under no circumstances shall recruiting personnel directly or indirectly characterize duty in the Navy as a life of ease and pleasure.

(4) Recruiting personnel shall reinforce to each applicant that only those promises actually written into their enlistment contract will be honored. Items 8 and 13 of DD Form 4, Enlistment/Reenlistment Document, deal with enlistment promises and must be stressed so applicants have a legitimate understanding of their significance. Specific Statements of Understanding (SOU) and Annexes to DD Form 4 are used for guaranteed enlistment incentives. For general service enlistments (open contracts), the DD Form 4, and Section IV of the DD Form 1966 are used.

(5) Real or implied promises that cannot be honored and questionable recruiting practices jeopardize accomplishment of the mission and mar the integrity of the individual Navy recruiter, Navy Recruiting Command, and the Navy. Such methods are strictly prohibited.

c. <u>Recruiter Intervention in the Judicial System</u>. Under <u>no circumstances</u> shall recruiting personnel directly or indirectly intervene on behalf of a prospective applicant who is awaiting action by court authorities.

(1) Recruiting personnel shall not appear in court or before judicial authorities <u>at any time</u> (i.e., District Attorney (DA), Assistant DA, Prosecuting Authority, etc.) nor shall they initiate communication with the same, or on behalf of any prospect, applicant, and member of the Delayed Entry Program (DEP) or Selected Navy Reservist (SELRES) awaiting Initial Active Duty for Training (IADT).

(2) Informal conversations with defense attorneys or probation/parole officers will be limited to explaining Navy-recruiting policies. Recruiting personnel are prohibited from expressing their personal or professional opinions with applicants or members of the judicial system regarding enlistment or retention of an unqualified individual. The normal course of court action shall be allowed to occur without the assistance, intervention, or influence of recruiting personnel.

(3) Correspondence regarding enlistment opportunities is prohibited with anyone who is currently incarcerated.

(4) Special inquiries and congressional requests for information must be forwarded to COMNAVCRUITCOM Inspector General for appropriate action and response.

(5) Recruiting personnel are not authorized to assist applicants or non-applicants seeking to perform volunteer work at Navy recruiting offices for the purpose of fulfilling a court imposed community service requirement.

(6) Recruiting personnel shall not enter any portion of an establishment known to be a MEPS lodging and/or meal facility, except when their official duties make it necessary to assist in the proper check-in and check-out of an applicant and/or DEP member.

   d. Reporting Recruiting Irregularities. Organizational reporting procedures for incidents of recruiting malpractice or misconduct are set forth in the current edition of COMNAVCRUITCOMINST 1137.3. In addition, Navy Recruiting Command personnel who become aware of or suspect recruiting irregularities shall report such activities to their immediate superior. NAVCRUITREG Commanders, NAVCRUITDIST Commanding Officers, and the COMNAVCRUITCOM Inspector General will initiate inquiries into allegations or complaints of recruiting irregularities, including those forwarded from the Military Entrance Processing Command (MEPCOM).

   e. Bribes. In the event an applicant attempts to bribe recruiting personnel for any purpose, it shall be reported to the District Commanding Officer, via the chain of command, who shall forward the report to the NAVCRUITREG Commander. The applicant will be rejected and permanently banned from future enlistment.

010405. SCREENING OF APPLICANTS

   a. Applicants must be able to demonstrate that they are capable of maintaining a satisfactory pattern of conduct. Individuals who are not of the highest moral character would be a liability as a member of the Navy. An individual's acceptability, in so far as character is concerned, will be determined at the time of application, and after a careful review of their completed file.

   b. Gang Association. Applicants who disclose or who are suspected of gang association shall be interviewed by the Commanding Officer to determine degree of

participation and ability to maintain a satisfactory pattern of conduct. Applicants who have affiliated with gangs should not be denied enlistment based on that affiliation alone. However, applicants who have a history of criminal activity or violence associated with gang activity are not enlistment eligible. Refer to Volume II, Section 7 for applicants with gang tattoos.

    c. <u>Supremacist/Extremist</u>. Applicants who participated in supremacist/extremist organizations, reveal any extreme prejudice or vices against any individual(s), or have a history that they illegally denied the rights of any individual or group are not enlistment eligible. Refer to Volume II, Section 7 for applicants with extremist group tattoos.

010406. **CONCEALING APPLICANT INFORMATION.** Under no circumstances shall recruiting personnel instruct an applicant to withhold any information regarding the commission of any civilian offenses, no matter how minor; medical/physical information, to include treatment, medication prescribed, or minor illnesses, regardless of when treatment occurred or the applicant's current medical/physical status; or any other information that could later result in the applicant being discharged for fraudulent enlistment. Inform applicants who state they have had no previous military service that, should they conceal such service, the fact will become known as soon as their enlistment documents reach the Department of the Navy, and they will be subject to disciplinary action or discharge for fraudulent enlistment.

010407. **NON-SOLICITATION OF CERTAIN INDIVIDUALS**

    a. Generally, applicants apply for enlistment or affiliation at the recruiting activity nearest their place of residence. When applicants apply for enlistment or affiliation at a station distant from their permanent residence, recruiters must investigate to ensure the applicant has not been previously rejected. If necessary, recruiters must initiate communication with the station nearest the applicant's home in an effort to obtain sufficient information to establish the applicant's status.

    b. Since a considerable amount of planning and administrative work is required to prepare Reservists for planned active duty and ultimate affiliation with a parent Reserve Unit, recruiting members of the Navy Reserve who have received orders to extended active duty is prohibited. This does not prevent any interested Reservist from voluntarily seeking information concerning Active Component enlistment nor does it imply immediate denial of enlistment any time prior to reporting for extended active duty.

    c. Recruiters shall not actively solicit enlistment of registrants known to have been deferred from training and service under the Universal Military Training and Services (UMT&S) Act, USC Title 50, Section 451, as they are engaged in endeavors considered necessary to the maintenance of the national health, safety, or interest. This does not bar the enlistment of such individuals who volunteer on their own initiative. The foregoing also applies to solicitation of members of Components of other branches of the Armed Forces or the National Guard.

010408. **SAFEGUARDING APPLICATION INFORMATION**

a. <u>Non-Divulgence</u>. Information regarding an applicant shall not be divulged to any source outside the Navy, except properly authorized USMEPCOM personnel. This requirement extends to information obtained verbally or in response to written request(s), e.g., test scores, character, employment, school, and police reference checks. It is expressly intended that the applicant and his/her family not be advised of the specific or general content of the information obtained. This is a critical aspect of recruiting; it would be impossible to obtain objective information from community associates if they were not totally assured of the privacy and privileged status this information will receive by recruiting personnel. Recruiters must clearly understand that this includes any and all information, regardless of the manner in which it is obtained.

b. <u>Transmitting Files</u>. Whenever practicable, applicants shall not transmit their own or any other person's application file. However, in those isolated instances where an applicant file cannot be transmitted by any other means in sufficient time to avoid a processing delay, an applicant may hand-carry an applicant file or files from the Navy Recruiting Station to the Navy Recruiting District Headquarters, or to MEPS, provided **all** of the following requirements are satisfied:

(1) Place each application file in a sealed envelope bearing the Navy Recruiting Station seal or stamp with a signature across the seal or stamp.

(2) The application file(s) must be delivered to the MEPS Liaison Petty Officer (MLPO), or person designated in writing on the envelope, that will ensure the envelope is still completely sealed and bears no evidence of tampering. If the receiving person suspects the file has been opened or tampered with, the person must immediately contact the referring recruiter for verification of enlistment data.

010409. **SENDING RECRUITMENT INFORMATION OR MATERIAL TO A FOREIGN COUNTRY**

a. When written inquiries originating from foreign countries are received, forward them to NAVCRUITCOM (00IG) for proper handling and response.

b. Sending recruitment information or material to a foreign country without consent of the country concerned is a violation of international law and is prohibited regardless of the communication media used. However, recruitment information or material may be given to foreign nationals visiting U. S. bases overseas, U. S. territories, or appearing in person at Navy Recruiting Stations.

c. Sending recruitment information or material to United States diplomatic officials in a foreign country is permissible.

d. Recruiters assigned to recruiting duty in the continental United States are prohibited from operating a government vehicle in or entering Canada or Mexico to conduct any recruiting business. There are no exceptions to this policy.

010410. **UNIFORMS**

a. The Navy Dress uniform is distinctive and is recognized and respected throughout the United States by Americans from all walks of life. The Navy's advertising effort recognizes this and builds upon it. Successful recruiters recognize this and use it to their advantage.

b. Navy Recruiters in CONUS, Hawaii, and Guam are authorized to wear the Navy Working Uniform (NWU) to conduct recruiting activities with the following exceptions:

(1) The prescribed uniform for recruiting personnel, officer and enlisted, appearing at any official/formal event such as a career fair/conference, television appearance, public gathering, formal school presentation, or patriotic celebration, shall be the appropriate Navy Dress uniform.

(2) The NWU will not be worn while conducting the 72-Hour Indoctrination of new Future Sailors.

c. If any doubt exists on the appropriateness of the NWU at any event, function, or venue, the NAVCRUITDIST Commanding Officer shall be consulted and may approve the wearing of the NWU for the occasion in question.

010411. **HOURS OF OPERATION, NAVY RECRUITING COMMAND.** Commanding Officers shall prescribe working hours for Navy Recruiting Stations and support offices. Consideration will be given to staggering the working hours to permit offices to remain open during peak recruiting hours of the day.

010412. **INSPECTIONS.** Frequent inspections of, or visits to, Navy Recruiting Stations by the NAVCRUITDIST Commanding Officer or representative are essential to proper functioning of the recruiting effort. Recruiting methods shall be under constant inspection by the Commanding Officer so that no discredit can be brought on the Navy by questionable advertising, false promises, or unethical practices.

a. Recruiting Operations Officer, Chief Recruiter or Assistant Chief Recruiter shall conduct a production inspection whenever a Navy Recruiting Station fails to meet its assigned new contract goal for two consecutive months.

b. The Recruiting Operations Officer may grant a one-time waiver exception. Greater frequency of inspections are encouraged where circumstances and time permit.

c. PQS qualified Division Leading Chief Petty Officers and District Trainers may perform inspections/visits when directed by the Commanding Officer.

SECTION 5

OPERATIONS

010501. **PURPOSE.** An uncluttered, orderly office presents a professional appearance and is the first impression an applicant has of the United States Navy.

010502. **CONDUCT WITH APPLICANTS.** All applicants shall be treated with courtesy, respect, dignity, and consideration. This applies equally to rejected applicants. Recruiters have the responsibility for tactfully informing disqualified applicants of their ineligibility to enlist or reenlist. Rejected applicants must be made to feel their interest in the Navy is greatly appreciated.

   a. Sexual harassment , fraternization and discrimination

      (1) Recruiters are under the daily scrutiny of the public. As such, any action that jeopardizes the public trust and confidence, will adversely affect our ability to accomplish our mission.

      (2) Recruiter conduct shall be above reproach at all times. Vulgar, sexually explicit, or obscene language or conduct is unprofessional and prohibited. Furthermore, applicants shall never be made to feel a recruiter, or member of Navy Recruiting Command is ever taking advantage of a situation; even the appearance of a situation that could be misconstrued will not be tolerated. Failure to adhere to this policy will result in administrative and disciplinary action.

      (3) It is imperative that all Sailors, civilian employees and Delayed Entry Program Personnel (Future Sailors) of the command understand the Navy policy on fraternization, discrimination and sexual harassment. Commanders at all levels shall ensure every member under their charge has been provided fraternization, discrimination, and sexual harassment training and education in accordance with the current Navy Order.

   b. Information and Instructions to be Given to Applicants and Enlistees. Navy Recruiting Command must find able-bodied, spirited individuals who can endure rigorous training, accept discipline, respond to sound leadership, and perform their duties in a competent manner. The purpose of enlistment screening and processing is to determine if applicants fit these general criteria, and to ascertain if they have the potential to serve as Navy Sailors. Recruiting personnel shall carefully inform applicants and new enlistees as to what they can expect and also what will be expected of them in return.

010503. **NAVCRUITSTA SECURITY**

   a. Emergency Numbers. Names, local addresses and phone numbers of all recruiters assigned to the NAVCRUITSTA shall be submitted to the local police and fire

departments. This requirement also applies to part-time offices, where minor/plant property or files are located.

   b. <u>Security Containers</u>. Combination/key locks shall be used on all security containers. Only NAVCRUITSTA recruiting personnel shall be authorized knowledge of combination numbers. Lock combinations shall be changed and submitted to the NAVCRUITDIST Security Officer annually or upon the departure of any recruiter assigned to the NAVCRUITSTA.

   c. <u>Government Travel Requests (TRs), Bulk Tickets, Meal Tickets</u>. A security container which meets the requirements set forth for testing materials shall be utilized to store transportation and meal tickets. Accountability of these items must be maintained and the NAVCRUITSTA shall maintain a log containing the following as a minimum:

      (1) TR and/or Bulk Ticket Log

      (2) Serial number of government travel tickets

      (3) Name of person using ticket

      (4) Origin

      (5) Destination

      (6) Date of issue

   d. <u>Action</u>: A report of TRs used during the month shall be submitted on the last day of the month to the Logistics Support Officer (LSO). Negative reports are not required. TRs returned for any reason shall be sent via certified mail or hand carried to the NAVCRUITDIST LSO by authorized personnel.

010504. **COMPUTERS.** Physical security standards shall be implemented in accordance with current OPNAV directives. The NAVCRUITDIST Systems Administrator (SYSAD) is responsible for maintaining full accountability of all ADP hardware and software. In addition, the following physical security measures shall be taken:

   a. The SYSAD shall ensure that all computers are accounted for by custody records, signatures and verified semi-annually in April and October.

   b. At close of business, all Mobile Recruiting Devices and laptops shall be properly secured in a locked container (filing cabinet, locked desk drawers, etc.) or taken home.

   c. All Mobile Recruiting Devices and Mobile Recruiting Initiative (MRI) peripheral devices shall be operated and safeguarded in accordance with COMNAVCRUITCOMINST 5239.4.

010505. **PRIVACY ACT/FREEDOM OF INFORMATION ACT (PA/FOIA)**

a. Forms and documents concerning prospects, applicants, and enlistees shall be maintained in a secure manner. Recruiters shall be familiar with the policies concerning requesting, recording, filing or divulging information on applicants and recruits obtained in the course of their work.

b. Requests for information under PA/FOIA shall be handled carefully. Providing personal information to the parent is an invasion of the applicant's privacy. Only if the applicant is under 18 years of age does the parent or legal guardian have the right of access. Parents or guardians of applicants 18 or over shall be informed that disclosure of the applicant's records is an invasion of their privacy under the Privacy Act of 1974.

c. Test material used to determine individual qualifications for enlistment is exempt, as disclosure would compromise objectivity and fairness of tests. Requests for disclosures of information protected by PA/FOIA should be referred to the NAVCRUITDIST Chain of Command.

010506. **COLLECTION OF PERSONAL INFORMATION FROM INDIVIDUALS**.
Recruiters shall collect information to the greatest extent possible directly from the individual concerned. Recruiters shall ensure all Personal Identification Information (PII) obtained is properly safeguarded in accordance with current Navy PII policy and guidance.

a. Third party information shall be minimized with the exception of police checks and character/employment references.

b. Individuals asked to supply information for a system of records, e.g., Recruiting Tools system, must be advised of the following:

(1) Authority for collection of information

(2) Purpose(s) for which information will be used

(3) Whether disclosure is mandatory or voluntary and consequences for failure to provide

c. The Privacy Act Statement located on the applicant record can be used for this purpose. For additional details and guidance concerning the PA/FOIA the recruiter shall consult NAVCRUITCOM Judge Advocate general (JAG) (00J) via their respective chain of command.

010507. INSTRUCTIONS, PUBLICATIONS, AND REPORTS

a. Each NAVCRUITSTA shall maintain a hardcopy of all current <u>applicable</u> instructions, notices and memoranda issued by the NAVCRUITDIST, NAVCRUITREG and NAVCRUITCOM.

b. The NAVCRUITDIST administration department shall provide a list of required directives needed in the NAVCRUITSTA. Along with the above noted directives each NAVCRUITSTA shall maintain the following minimum publications:

(1) Basic Military Requirements (NAVEDTRA 80054)

(2) Military Requirements for CPO (NAVEDTRA 80047), P01 (NAVEDTRA 80046), P02 (NAVEDTRA 80045) and P03 (NAVEDTRA 80044)

(3) Navy Guide for Retired Personnel and Their Families (NAVPERS 15891)

(4) Navy Drivers Handbook (NAVFAC NO 403)

(5) Current Zip Code Directory (if available)

(6) City Directories (if available)

(7) Navy Reserve Officer Training Corps (NROTC) Bulletin (current year)

010508. **VEHICLES.** All guidance concerning Navy Recruiting Command motor vehicles is found in the Logistics Support Manual, COMNAVCRUITCOMINST 4400.1.

SECTION 6

THE RECRUITING PROCESS

010601. **PURPOSE.** The systematic recruiting process provides a framework in which the recruiter is to operate and is critical to a successful tour of duty; however, it is not a substitute for good leadership or sound judgment. The remainder of this instruction will explain this process in-depth. An overview of each system is as follows:

   a. Market I. D. Maintaining a continuous flow of new names on a continuous basis is essential to a recruiters' success.

   b. Prospecting. This is the means by which a prospect is contacted. The purpose of contacting an individual is to arrange and conduct an interview with the prospect.

   c. Screening. The process of evaluating a prospect's eligibility as defined in Volume II of this instruction and aids in eliminating those prospects who do not meet the requirements.

   d. Selling. Persuading a prospect to enlist in the United States Navy using skills, techniques, and motivation. Selling occurs during a face-to-face interview with a potentially qualified applicant and their significant others or parents.

   e. Processing. Applicants applying for enlistment in the USN or USNR must complete mental testing, a physical examination, or re-screening at the processing station by MEPS representatives, and classification. Parental consent is required prior to processing a 17-year-old prospect.

   f. Enlistment. The applicant is enlisted into either the Delayed Entry Program or the Selected Reserve.

   g. Delayed Entry Program. Applicants who enlist for active duty join the Delayed Entry Program until their date to report to Recruit Training Command (RTC). The DEP program is designed to produce referrals and prepare Future Sailors for RTC.

   h. Shipping. Involves sending individuals to RTC, or, in some cases, directly to their initial duty station.

010602. **SUMMARY.** Recruiters must systematically integrate a multitude of tasks and activities together in a coordinated effort to successfully attain mission. To do so properly, they must understand the process and continually evaluate and improve work habits. Recruiting quality is no accident. The recruiter who has an understanding of people and a professional sales presentation will be more productive in every aspect of the job.

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CHAPTER 2

AUTOMATED PROSPECT RECORD RECRUITING SYSTEMS

SECTION 1

RECRUITING TOOLS (Web RTools)

020101. **PURPOSE.** Web RTools is a Web Application designed to provide access to prospect data information in an assigned territory.

020102. **APPLICATION.** To utilize the data in this system for prospecting and follow-up, and to retain information on each prospect for future application. A step-by-step users manual is located within the application Help Menu. To access this manual proceed with the following steps:

   a. Select the Help Menu within the Application

   b. Select topic

020103. **APPLICANT RECORDS FILES**. Applicant records shall be assigned to market segment files. The market segment files are to be used to organize market segments and store records not actively being worked. All records are automatically stored alphabetically within each market segment.

020104. **MARKET SEGMENTS**

   a. The None Market Segment. This file contains all the available names, male and female, of anyone that has been downloaded from an outside source. This may include name lists or hand-entered records. These records need to be transferred to the appropriate market segment as soon as possible.

   b. The School Market Segment. This file contains all the available names, male and female, of high school students in the NAVCRUITSTA assigned territory. Name, school, graduation year, test score, sex, zip code, etc., may be used to pull these records. Records in this file must be converted to the Work Force file as soon as possible after graduation and no later than 1 September. The Global Record Change function completes this process.

   c. The College Market Segment. This file contains the names of individuals, male and female, attending either a two or four-year college. An exported list of individuals entering their third year of college shall be forwarded to the Officer Programs Officer (OPO) for prospecting for officer programs.

   d. The Work Force Market Segment. This file contains all available names, male and female, of anyone who appears to be out of school and eligible to ship directly to

RTC. Name, school, graduation year, test score, sex, zip code, etc., may be used to pull these records.

   e. <u>The Prior Service Market Segment</u>. This file contains all the names of individuals that have prior active military service.

   f. <u>The In-Service Market Segment</u>. This file contains all the names of individuals who are serving on Active Duty in one of the branches of military.

   g. <u>Female File Market Segment</u>. Optional for NAVCRUITDIST's use.

   h. <u>Inactive Market Segment</u>. This market segment contains the applicant records of disqualified/rejected, male and female, applicants for a period of five years from the date of disqualification/rejection. This file should be purged monthly, retaining only records for a five year period from the date of disqualification/rejection.

   i. <u>The Working Tickler</u>. Each individual's Complete Working Tickler is displayed when the user selects the View/Working tickler from the menu. The user can use the record query screen to select a given date range within the individuals Working Tickler.

020105. **<u>OPERATION OF THE SYSTEM</u>**. The Web RTools system allows records to be scheduled on a specific day from the present to a future date. This allows the LPO/LCPO to operate on a rolling day/month basis, keeping the next 31 days current. The LPO/LCPO shall load the records to be "worked" (prospected, tested, etc.) for the appropriate date. The records to be prospected will be selected from the pool, as necessary, to make NAVCRUITSTA goals (Non-Prior Service Work Force, "A" Cell, Black/Hispanic Test Category Upper, etc.). As the prospect is "worked" and information is collected, the recruiter shall update the applicant record appropriately.

Note: A recruiter's Working Tickler is loaded in accordance with the NAVCRUITDIST goaling letter. The Working Tickler should be loaded on the last working day of the current week for the following week. The LPO/LCPO should not let any given day build to more than 50 records.

Note: LPO/LCPO's, when loading Working Ticklers for the following week, he/she shall load the recruiters' Working Ticklers with records from specific recruiting areas 24-48 hours prior to the evolution taking place.

Example: High School visits, Area Canvassing. This event is known as preprospecting.

020106. **<u>LOADING THE WORKING TICKLER</u>**

   a. When loading the working tickler, the LPO/LCPO shall:

(1) Select Tools/Build Working Tickler. A "Build Working Tickler" screen will appear. The LPO/LCPO will use this screen to enter criteria for the system to display a set of records to be loaded. The LPO/LCPO will select the name of the recruiter from a dropdown menu, this recruiter's working tickler will be loaded. The recruiter's goal is to prospect 100% of the prospect records through the use of the market segments and the working tickler.

(2) Select records that have never been prospected or have been idle for a long period of time as designated by the LPO/LCPO.

(3) Target the zip code(s) with the highest propensity to enlist first (ensuring quality is monitored). Always work from high to low.

(4) After entering your criteria, (the more parameters that the recruiter asks for, the more he/she will limit themselves on the number of records they find) Click the Get Records button. The system will display a list of records from your request. Place a check on any record to be loaded from this list. After you have selected your records, click the "Load Tickler" button on the screen. This will load all marked records into the selected recuiter's Working Tickler.

Example: The recruiter starts by asking for records with a Processing Status of "TO BE ASSIGNED". This should provide a large list.

   b. The recruiter can get more specific by looking for quality records in the primary and secondary zip codes. The recruiter must review these records before they are loaded into the Working Tickler. The records are loaded into the working tickler by the recruiter reviewing the remarks section, grad year, test score, etc., and determining if it is a quality record that he/she wants to pursue.

   c. Additionally, the LPO/LCPO will review the goaling letter to ensure all sub goals are properly loaded. It is imperative the station is prospecting to achieve all assigned sub-goals as well as NCO.

Note: The LPO/LCPO's primary job is to ensure that the team of recruiters are actively and aggressively working their market.

020107. **QUALIFIED BUT NOT ENLISTED (QNE)**. When an applicant QNE's, the record will remain in the recruiter's working tickler for six-months. The recruiter will contact the QNE at least once a month during this time frame. The record shall be returned to the pool in the appropriate market segment after six months.

020108. **DEP TRACKING**. The DEP member's record shall be maintained in the recruiter's working tickler. Contact will be maintained and documented on the record through the entire DEP period and RTC graduation.

020109. **LOCAL EFFECTIVE ACCESSION DELIVERY SYSTEM (LEADS)**. Locally and/or nationally produced LEADS shall be maintained in the working tickler for four months, until contracted or when disposition renders the LEAD non-workable, whichever comes first.

020110. **PURGING THE SYSTEM**. The Web RTools system shall be purged each time a new name list is received to prevent duplicates. In addition, when graduation occurs, the recruiter shall elevate the level of education from 11S to 12L as soon as possible following high school graduation each year, but no later than 1 September, using the Global Record Change function.

020111. **UPDATING THE SYSTEM**. Regular updating of the system is critical. Before entering high school records into the system, the LPO/LCPO shall ensure these records do not duplicate existing records. A copy of any list obtained shall be forwarded to LEADS in accordance with COMNAVCRUITCOMINST 1140.3. These lists can then be sent to the local LEADS Department to be electronically downloaded into the recruiter's Web RTools system. This will preclude manually entering all of the records.

020112. **SOURCE CODES**. Web RTools uses an ORIGINAL SOURCE code to indicate the source of downloaded records. The following list contains **Original Source** abbreviations/codes:

   a. RL - Local LEAD

   b. RN - National LEAD

   c. PN - Pro-Navy (Generated by a referral by an active duty Navy member.)

   d. MO - Mail Out (Generated at the NAVCRUITSTA with a handwritten mail out, usually done due to no phone number or door knock available.)

   e. AS - ASVAB

   f. RZ - Prior Service (Generated by a national listing of available Prior Service downloaded with LEADS.)

   g. SS - Selective Service

   h. HS - High School List

   i. RT - Name List

The following list contains **LEAD Source** abbreviations/codes:

   j. PH – Phone

k. RL - Local LEAD

l. RN - National LEAD

m. RD - DEP Referral

n. RA - Applicant Referral

o. RI - School Counselor/Center of Influence Referral

p. RS - Other Services Referral

q. PD - Personally Developed Contact

r. SN – Social Networking

s. OA – Online Application

t. PN - Pro-Navy

u. RP - RAP/HARP/SEMINAR Referral

v. WI - Walk-In

020113. **APPLICANT RECORD RETENTION**. Applicant records shall be retained in the appropriate market segment file at least four years from the high school graduation date (e.g., HS Grad date June 2008, remove record from file 1 July 2012).

020114. **BLUEPRINTING**

   a. The purpose of blueprinting is to reduce or eliminate call reluctance. Documentation of blueprinting is critical to the long-term success of the Web RTools system. The more information a record contains on a prospect, the better the system will work for the recruiter.

   b. During the initial interview all pertinent information shall be obtained from the applicant and placed in the applicant record. Refer to the Web RTools User's Manual for additional instructions.

   c. It is imperative the Sales/Remarks section is tabbed so each time the recruiter touches a sales activity it is recorded. A history of contacts will aid in the time management of activities within the station.

020115. **BASIC APPLICANT INFORMATION.** This field contains, at a minimum, the following information about the applicant:

   a. SSN - Applicant SSN

   b. NAME - Self explanatory

   c. ADDRESS - This is the street, Rural or P. O. Box

   d. CITY – Self explanatory

   e. STATE - Uses the two letter postal abbreviation

   f. COUNTY - County of the applicant

   g. ZIP CODE - Either five or nine digit zip code (without a dash)

   h. HOME PHONE - Applicant's home phone number. No spaces or dashes used here

   i. SEX - M or F selected from dropdown menu

   j. POB - Place of Birth and should contain both city and state (this is located on the additional screen)

   k. RACE and ETHNIC - Codes are based on PRIDE Codes and can be found in the CRUITMAN if in doubt. Select both Race and Ethnic from dropdown list.

   l. MARITAL STATUS – Select from Dropdown menu, uses the same codes that are in the CRUITMAN

   m. # DEPN (number of dependents). - A number from one to nine

020116. **EDUCATION**. The education section of Data Record Screen is where High School and College information and Grad Year (GRAD YR) is contained. The recruiter needing to add additional information will use the Education Tab feature described in the Web RTools user's manual.

Note 1: A record cannot have a GRAD YR without having a HIGH SCHOOL name. If a GRAD YR is known, but not the HIGH SCHOOL, then UNKNOWN shall be used.

Note 2: High school and college names shall be standardized throughout the District's School Directory and the Recruiter Access to High School (RAHS) database to ensure the correct name of the high school or college is entered into the recruiter's Web RTools system. These lists of names shall stay the same throughout the year to prevent the same school from being loaded in multiple ways.

020117. **EMPLOYMENT**. Shall indicate the current or most recent employer.

020118. **TEST**. This line shall display EST and ASVAB test data. The difference between NAVCRUITSTA-AFQT/DATE and AUTO-AFQT/DATE is NAVCRUITSTA-AFQT/DATE is for production ASVAB tests, while AUTO is for downloaded High School ASVAB tests. The first space is for the AFQT and the second space is for the test date (YYMMDD) the third space is for the test series. To view or add additional ASVAB or DLAB or NFQT, recruiter's shall use the Test Tab. Refer to the Web RTools User's Manual for further information regarding this function.

020119. **BLUEPRINT**. . The only information required in the Blueprint screen is a BLUEPRINT DATE , LEAD SOURCE and the 7 steps of the PSVP . The Height and Weight (HT/WT) will generate a MAXIMUM weight allowed only if there is either an M or F in the sex field. PSVP is used for gathering information to better build trust based relationships and credibility. Also, part of the Blueprint screen lists questions dealing with DRUG, MEDICAL, and POLICE involvement/history

Note: Police, medical and drug problems will be saved within the Remarks section of the records.

020120. **REMARKS**. If there are no previous remarks on the record, the system will automatically provide a new comment box . Since Web RTools enters a date time stamp every time a remark is added, there is no need to add the date in your remarks unless it is to reflect something that has already occurred (i.e. a late entry). If a REMARK already exists, the recruiter shall use the new comment box . A recruiter shall use New Comment every time they make a remark on a Future Sailor's record. A recruiter shall indicate where the LPO/LCPO should place the record for disposition.

020121. **SALES ACTIVITY.** This function shall be used every time a recruiter makes an attempt, attempt and contact, contact and appointment, maintenance call or any type of DEP contact. This is not an automatic function of the Web RTools system. This area is also utilized to log DEP PHONE and DEP IN-PERSON contacts.

Note: "Contact" means actually talking to the applicant. If the recruiter talks to mom, dad, a brother or sister, the recruiter shall use attempt and document in remarks that one of these individuals was talked to, and record any blueprint information that was obtained.

020122. **MARKET STATUS**. This function is used to assign the appropriate market segment to an applicant. By pressing on the dropdown menu button, the recruiter will receive a menu of different market segments. The only segment the recruiter is not able to select is INACTIVE. INACTIVE is reserved for the LPO/LCPO. The recruiter moves the light bar to the market segment he/she wishes to use to identify the applicant and selects it.

020123. **ADDITIONAL.** This is the section where information not included in Data Record is located. The fields for spouse, mother, and father names, email address, languages, religion, citizenship, etc. are located within this section. This information will be needed for the application. The recruiter shall enter this data in this section during the initial interview. **Note:** This information is needed to populate the enlistment kit.

020124. **OTHER TABS**. Information on other Tabs can be found in the Web RTools User's Guide. When the recruiter has completed all data entries, the next step is for the recruiter to access another record.

020125. **LEADING PETTY OFFICER/LEADING CHIEF PETTY OFFICER.** This section details information specifically for the Leading Petty Officer/Leading Chief Petty Officer (LPO/LCPO). The primary areas covered in this section are:

    a. Administration

    b. Prospecting

    c. Market Analysis

    d. Web RTools Daily Production Review

Note: This section will contain specific information from loading Working Ticklers, transferring records between recruiting stations to reassigning recruiter territory.

    e. Administration. The administration of the system is extremely important. The areas that the LPO/LCPO needs to review in the Web RTools User's Guide are transferring territory between Recruiters/Stations/ Districts, and Global Record Changes.

    f. Adding/Deleting Users. There are times when the LPO/LCPO will need to add or delete recruiters from the system. LPO/LCPO's should contact the NAVCRUITDIST Sysad to enter a NAVCRUITCOM Footprints Trouble Ticket.

    g. Transferring Territory**.** At times the LPO/LCPO will need to reassign recruiter territory or transfer market to another NAVCRUITSTA. REASSIGN TICKLER allows the LPO/LCPO to reassign all or portions of a Working Tickler to the recruiter that is inheriting that territory. TRANSFER RECORDS is used to transfer records between Recruiting Stations/ Districts.

      (1) Reassign Tickler - This function would be used to reassign a Working Tickler to another recruiter or recruiters when a recruiter transfers or there is a need to reassign territory.

      (2) Transfer Records - This function is to be used when transferring records to another station or recruiting district.

h. <u>Global Record Change</u>. Global Record Change can be used to change an 11S to 12L, move them into the different market segments, change Grad Year and delete a large number of records at one time.

020126. **Web RTools DAILY PRODUCTION REVIEW (DPR)**. When the LPO/LCPO conducts a DPR on Monday he/she shall go into "RECORD <mark>QUERY</mark>" Select Status Code Button. At this point the LPO/LCPO will select "MARKED FOR DPR" click "Get Records" button. The system will display all records Marked for DPR.

   a. Monday, the LPO/LCPO shall conduct a DPR and file the record(s) out to a future date, based on the remarks. The records that are left in Monday's Working Tickler shall be moved out to a later date. A record should not remain in the Working Tickler with a Working Tickler date older than five days from the current day. The system will display a Box, reading the working tickler date must be current or later date.

   b. Tuesday, the recruiter shall enter Web RTools and go to Record Query Screen, select a date range from Monday's date to Tuesday's date. This will give the recruiter Monday's remaining tickler and Tuesday's records which should be utilized for prospecting that day.

   c**.** Wednesday, the recruiter shall enter Web RTools and go to Record Query Screen, Select a date range from Monday's date to Wednesday's date which will give remaining tickler as well as the current (Wednesday's), which can be utilized for prospecting.

   d. If using this three-day schedule, the LPO/LCPO will ensure no records remain in the Working Tickler without a disposition for any length of time. Thus, the LPO/LCPO will get dispositions on a larger quantity of records, which will reduce call reluctance and increase the recruiter's overall prospecting time. The LPO/LCPO shall continuously check the Working Tickler to prevent his/her recruiters' future Working Ticklers from building up past the 50 records per day average. If this happens, the LPO/LCPO shall clean up the Working Tickler by reviewing and filing records based on disposition.

Note 1: If during the process of setting up and managing a recruiter's Working Tickler, the LPO/LCPO finds he/she can get the disposition on a larger quantity of records than the 50 loaded each day, the amount of records can be adjusted to meet that recruiter's individual prospecting requirements.

Note 2: The Systems Chapter is broken down into two individual systems to accommodate both active and FTS automated system requirements. An integrated system will combine both systems in the future, but until then, it is recommended that the two remain separate. It is also highly encouraged that all recruiters learn both systems.

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SECTION 2

COMNAVCRUITCOM INTEGRATED RECRUITING INFORMATION MANAGEMENT SYSTEM (CIRIMS) WEB

020201. **PURPOSE.** Recruiters shall use ***CIRIMS Web (CW)*** to work their leads, process and print their kits, obtain accession approval from higher level approval authority, report accession and attrite information and complete a Daily Production Review (DPR).

   a. In addition, LPO/LCPO's will use CW to assign/reassign LEADS, view the leads for their other recruiters.

   b. Division Leading Chief Petty Officers will use CW to; review station leads and Kit Tracking records,; and send attrite requests to their NAVCRUITDIST.

   c. NAVCRUITDIST QA will use CW to; process accession applications and run reports regarding attainment, drill verifications reservations and other statistical reports.

   d. NAVCRUITDIST Enlisted OPS will use CW to; approve reports of accessions and run reports regarding attainment, drill verifications reservations and other statistical reports.

   e. All other operations personnel at the NAVCRUITDIST, Region and HQ will use CW for reporting and management.

Note 1: CIRIMS Web (CW) has an online and downloadable version of the SOP. The SOP gives step by step instructions with actual screen shots to guide the user through the use of the application.

Note 2: CIRIMS Web (CW) is a role based system which means access and functions will be granted based on the user's role such as Recruiter, LPO/LCPO, etc.

020202. **ACCESSING CIRIMS WEB**. Open Internet Explorer. The web site address is: https://cirims.cnrc.navy.mil/cirims

   a. Enter the above address in the URL field or use a favorites or shortcut list.

   b. You must be connected to the internet to access CIRIMS Web.

   c. Login using your Username and Password.

020203. **MAIN CIRIMS MENU**. The CIRIMS main menu has four main groups; Home, Modules, Utilities and Search, Clicking a group will display a list of items for that group.

020204. **HOME GROUP**. The Home group has two items:

a. Logout – Logs the user off and returns to the CIRIMS Web login screen.

b. Messages – Enables users to send and receive messages. Messages are also sent from the system to provide information about specific applicant milestones and general system information such as updates.

020205. **MODULE GROUP.** Displays the application modules the user is allowed to access. For example, most users will see the Contact Management, DPR Kit Tracking and Reporter modules. OOM will see Physical Review, the National CR will see Reservations, CARIT personnel will see CARIT Classes and CARIT Registration and Fleet Counselors will see Add FTN Contact.

020206. **UTILITIES GROUP**. There are three items; Downloads, FootPrints and Tools. Downloads provides an area where training and help files can be placed for users to download. FootPrints provides a link to the FootPrints program to assist the user in submitting a FootPrints request for assistance. Tools provides a list of actions that can be performed by the user based on their role.

020207. **SEARCH GROUP**. There are five searches available:

   a. Contact – search locally or nationally for a contact

   b. Recruiter – find anyone in recruiting who has a CW account. Users can edit their own record to add or edit; birth date and phone contact information

   c. Station – find any recruiting station by District and Division or by RSID

   d. Police – find police agencies, add and edit

   e. UIC – find UICs, add and edit – used for the assignment orders.

   f. ZIP Code – find a recruiting station responsible for a ZIP code

020208. **APPLICATION.** To utilize the data in this system for prospecting, processing, requesting accession approval, reporting accessions, attrites and the completion of the applicant's first drill. To retain information on each prospect for future application.

020209. **APPLICANT RECORDS FILES**. Applicant records shall be assigned by the LPO/LCPO to the recruiters. All records shall be assigned and worked throughout the year. Each applicant record shall be assigned a Status which also serves as a Market Segment.

020210. **STATUS AND MARKET SEGMENTS**

a. <u>AF – Affiliation File</u>. All applicant records that have been accessed into the Navy Reserve.

b. <u>AP – DPEP Market Segment</u>. All records for potential applicants for the Direct Procurement Enlistment Program (DPEP).

c. <u>DF – Dead File</u>. All records that have been determined to be; permanently disqualified, are unlocatable or who have requested no further contact from Navy Reserve recruiters.

d. <u>DL – Duplicate Lead</u>. Records that have been marked as a duplicate lead by the recruiter.

e. <u>IP – In Processing</u>. Records for applicants who are currently processing for accession into the Navy Reserve.

f. <u>NA – Not Assigned</u>. Records that have not yet been assigned to a recruiter.

g. <u>NW – Newly Assigned</u>. Records that have been recently assigned to recruiters.

h. <u>OV – OSVET Market Segment</u>. This market segment contains all records for potential applicants with prior military service other than Navy.

i. <u>PS – Package Submitted</u>. All records for applicants in which the accession request has been routed to higher level approval authority.

j. <u>RF – Rating File Market Segment</u>. All records for potential applicants with prior military service in the Navy.

k. <u>UN – Unknown</u>. This is optional and is used when the recruiter does not know for which program the applicant will be processing.

020211. **OPERATION OF THE SYSTEM**. The CIRIMS Web system allows records to be scheduled on a specific day from the present to a future date. This allows the recruiter to operate on a rolling day/month basis, keeping the next 31 days current. As the prospect is "worked" and information is collected, the recruiter shall update the applicant record appropriately.

Note: The LPO/LCPO shall ensure their recruiters have sufficient prospecting activity scheduled for each day.

020212. **SCHEDULING PROSPECTING ACTIVITY**. When scheduling prospecting activity the recruiter shall:

   a. Open the applicant record and click the Schedule NA Icon. From there they will select the next prospecting action and date. The recruiter can schedule multiple prospecting actions. For example, a recruiter may schedule a mailout for Thursday and then schedule a prospecting phone call on the following Tuesday. The Next Action and Next Action dates fields on the applicant record will always display the earliest next action.

   b. When the recruiter is unsuccessful in scheduling an appointment they will schedule the applicant record for some form of prospecting within the next 30-90 days or as determined by the LPO/LCPO.

   c. LPO/LCPO's shall ensure their recruiters are scheduling the appropriate level of activity in the target market segments.

Note: The LPO/LCPO's primary job is to ensure their team of recruiters is actively and aggressively working the appropriate markets.

020213. **UPDATING THE SYSTEM**. Regular updating of the system is critical. A copy of any list obtained shall be forwarded to LEADS in accordance with COMNAVCRUITCOMINST 1140.3. These lists can then be sent to the local LEADS Department to be electronically downloaded into the recruiter's CIRIMS Web system along with the daily LEADS download. This will preclude manually entering all of the records.

020214. **SOURCE CODES**. CIRIMS Web uses an ORIGINAL SOURCE code to indicate the source of downloaded records. The following list contains **Original Source** abbreviations/codes:

Code Description
AF   Air Force
AP   Army
BP   BUPERS
CC   Call Center
CE   CARIT LANT
CS   Cyberspace
CW   CARIT PAC
DM   DMDC
EW   Campbell-Ewald
FN   Fleet to NOSC (FTN) Program
HQ   HEADQUARTERS
IB   I-BOARD
JP   JRAP
N3   NAVCRUITCOM N3
NC   NASCAR
NL   NALTS
NR   NRPC

NV   Navy
OR   Officer resignations
RB   Reserve Blueprinting
SC   Supply Corps
SW   SPAWAR
TR   TRMS
WC   TMP
WN   Web Site (In House)

020215. **APPLICANT RECORD RETENTION**. Applicant records shall be retained in the appropriate market segment file at least four years.

020216. **BLUEPRINTING**

a. The purpose of blueprinting is to reduce or eliminate call reluctance. Documentation of blueprinting is critical to the long-term success of the CIRIMS Web system. The more information a record contains on a prospect, the better the system will work for the recruiter.

b. During the initial interview all pertinent information shall be obtained from the applicant and placed in the applicant record. Refer to the CIRIMS Web SOP for additional instructions.

c. It is imperative the Actions section is tabbed so each time the recruiter performs any prospecting or processing activity it is recorded. A history of contacts will aid in the time management of activities within the station.

020217. **BASIC APPLICANT INFORMATION ON THE CONTACT (LEAD).** Applicant records contains, at a minimum, the following information about the applicant:

a. SSN - Applicant SSN

b. Name - Self explanatory

c. Address - Street, Rural or P. O. Box

d. City – Self explanatory

e. State - Two letter postal abbreviation

f. County - County of the applicant

g. Zip Code – Self explanatory

h. Home Phone - Applicant's home phone number.

i. Sex - M or F

j. M Status (Marital Status) – Pick from list

k. Number of dependents

020218. **EDUCATION**. Information for high school and college.

020219. **EMPLOYMENT**. Current or most recent employer information for the applicant.

020220. **TEST**. Test information is entered after the applicant record has been imported into Kit Tracking. This information is entered on the DD 1966/1.

020221. **BLUEPRINT**. Blueprinting information is entered on the Military/Misc and BEERS tabs. Recruiters will enter sufficient information to determine whether the applicant appears to be qualified for accession.

020222. **ACTIONS.** This function shall be used every time a recruiter performs a prospecting or processing action for a prospect or applicant. The actions entered here are used in the DPR module. If recruiters do not enter their actions in this module then they will not appear in DPR.

020223. **OTHER TABS**. Information on other Tabs can be found in the CIRIMS Web SOP.

CHAPTER 3

MARKET ANALYSIS - ACTIVE COMPONENT

SECTION 1

STANDARDIZED TERRITORY EVALUATION AND ANALYSIS FOR MARKETING (STEAM) TECHNIQUE

030101. **INTRODUCTION**. Market Analysis is critical to mission success by assisting recruiters in identifying and analyzing their market areas. This chapter will discuss the Active Component (AC) and Reserve Component (RC) as separate systems.

030102. **STANDARDIZED TERRITORY EVALUATION AND ANALYSIS FOR MANAGEMENT (STEAM).** STEAM is the primary source of market research data to identify the recruiting market and determine market potential. The STEAM database contains demographic, Navy, All Service Accession Data (ASAD), LEADS, and ASVAB test taker data. STEAM subdivides these groups by race and ethnic categories and provides ASVAB Test Score Category (TSC) estimates for both TSC I-IIIA and IIIB mental groups. All population data in STEAM is tailored to reflect the number of people available for military recruitment. STEAM has algorithms that NAVCRUITREGs and NAVCRUITDISTs use to assign recruiting goals (The Goal Matrix). The advantage of STEAM is that it provides an analytical process by which NAVCRUITREGs and NAVCRUITDISTs can perform market research activities. The STEAM Model shall be used as the starting point for assigning recruiters, goals, and market analysis. The model is flexible, and can be adjusted to account for unusual market factors. The term STEAM is used in several ways:

   a. STEAM is NAVCRUITCOM's market research model for making decisions on recruiting personnel placement by zip codes, setting goals at the NAVCRUITDIST, Division, and station level, and market analysis. It allows users to quickly assess market research data to make resource decisions. It provides a visual/graphical map-based interface of the resulting market data, as well as an extensive reporting feature. Districts are required to use STEAM at least annually to review and analyze the market for each station and division.

   b. WebSTEAM. The current version of the STEAM is referred to as WebSTEAM. WebSTEAM may be accessed from the Recruiting Quarterdeck or by using Internet Explorer to navigate to: https://WebSTEAM.cnrc.navy.mil/STEAM/. To access the link, the user must have a COMNAVCRUITCOM user ID, PASSWORD (PW) and a PKI certificate. WebSTEAM uses the same USER ID and PW to access the NAVCRUITCOM INTRANET. A User's Guide is located on the WebSTEAM Homepage.

   c. Training on STEAM. NAVCRUITCOM (N7) provides training and technical guidance on the use of the STEAM model via e-learning sessions and onsite visits.

To request specific training , submit enclosure (8) , Field Training Request of COMNAVCRUITCOMINST 1500.4N (Training Program Policy and Procedures for Navy Recruiting Command Field Activities) to NRC via your Region.

   d. STEAM Operation and Maintenance. NAVCRUITCOM (N52) maintains the STEAM database and the software necessary to execute WebSTEAM. In addition, they provide online help via the Feedback function of WebSTEAM.

   e. Permanent changes to WebSTEAM are made via program codes. All NAVCRUITDIST alignment changes shall be updated as directed by the NAVCRUITDIST. All market research data shall be updated and maintained to include:

      (1) All Service Contracts (Gross) (ASCD) and All Service Accession Data (ASAD) obtained from the Defense Manpower Data Center (DMDC).

      (2) Navy New Contract Data (NET) obtained from PRIDE.

      (3) Zip Code Demographic Census Data purchased commercially.

      (4) Recruiting Facility Data from Recruiting Facilities Management Information System (RFMIS).

      (5) Recruiting Personnel Data from the NAVCRUITCOM Personnel Status Report (PSR).

      (6) High school and College/University data obtained both commercially and from USMEPCOM.

      (7) ASVAB Student Testing Program (STD) data obtained from USMEPCOM.

      (8) Advertising LEADS data for local and national advertising obtained via National Advertising Leads Tracking System (NALTS).

030103. **STEAM REPORTS.** The reports in STEAM provide the user with many levels of output on demographic and production related data. The standard reports are:

   a. Goal Matrix – Goals and sub goals by station.

   b. Leads Zip Code Report – Zip code alignment of NAVCRUITSTA given to NALTS to verify current zip codes of NAVCRUITSTA.

   c. Market Share – Zip code level demographic and production data for NAVCRUITSTA, Division or the entire NAVCRUITDIST.

d. District Summary – Summary of NAVCRUITDIST demographic and production totals or NAVCRUITSTA, Division or demographic and production totals for entire NAVCRUITDIST.

e. Station/Division Summary – Summary of NAVCRUITSTA and Division demographic and production totals.

030104. **NAVCRUITDIST STEAM RESPONSIBILITIES.** The NAVCRUITDIST's STEAM responsibilities include:

a. Maintaining the NAVCRUITDIST's Recruiting Station Identification (RSID) Code to ensure station and division alignment in the model database.

b. Ensuring changes made in these alignments are provided to the National LEADS Tracking System (NALTS) and are managed by NAVCRUITCOM (N9) and the Recruiting Facilities Management Information System (RFMIS). The facility database is managed by COMNAVCRUITCOM (N1) and documented by email.

c. Updating the Recruiter Access High School (RAHS) database.

d. Entering monthly goals into the COMNAVCRUITCOM Goal Matrix during the first week of each month.

030105. **MARKETING ENVIRONMENT.** Market Analysis pinpoints sources of potential quality and quantity accessions within the population and is a prerequisite for success. The STEAM model is the recruiters' tool to accomplish this task.

Military Available (MA) Market

Active Component

17-34 Years of Age

5 Aug 05

Primary Market
17-21 Yrs. of Age

Work Force Market
17-34 Yrs. of Age

Secondary Market
22-34 Yrs. of Age

Note: Number of years of primary and secondary education completed is added to the two-blanks in front of the DoD education code.

Attending School?

No

No

AFQT >= 35

Yes

No

AFQT >= 35

Yes

High School Diploma Grad

No

No

AFQT >= 50

Yes

Yes

Yes

Ineligible

Ineligible

Eligible

Ineligible

Eligible

In 12th Grade Earning High School Diploma (11<u>9</u> or 11<u>S</u>)

Dropped out of High School Earning 15 Sem, 22Qtr Credits, 675 Clock Hours (_ _M)

High School Diploma (12<u>L</u>)

Failed HS Exit Exam (12<u>F</u>)

Masters Degree(18<u>N</u>)

Adult Education (_ _B)

Post Masters Degree(19<u>R</u>)

15/22/675/Job Corps (_ _8)

Prof Nursing Degree (16<u>G</u>)

Associate Degree (14<u>D</u>)

1st Prof Degree (17<u>W</u>)

BA/BS Degree (16<u>K</u>)

PHD (20<u>U</u>)

Home School(12<u>H</u>)

Youth Challenge (_ _X)

Home Study/Dist Learning (_ _7)

GED (_ _E)

Vocational Certificate .(_ _C)

Certificate of Completion (_ _J)

Other Non-Traditional High School Credential (_ _5)

No Credential (_ _1)

030106. **THE MARKET.** The One Navy market population consists of individuals of recruitment ages 17-34 years for Active Component (AC). The populations include those attending school (will-grad) and those out of school (workforce). The above diagram describes the Military Available (MA) market from a Navy recruiting perspective for the AC recruiter.

a. Demographic data is organized by zip codes. Zip codes are combined to establish the NAVCRUITSTAs. NAVCRUITSTAs are combined to establish divisions and divisions are combined to establish the NAVCRUITDIST. A NAVCRUITSTA market share is the basis to calculate the Recruiter Assignment Factor (RAF). MA is divided into three categories:

(1) Primary Market. 17-21 year old population. The applicant is in high school or has dropped out of high school and is attending an accredited post secondary school.

(2) Work Force Market. 17-34 population not attending school.

(3) Secondary Market. 22-34 year old population that is not in high school.

b. By following the flow diagram, the recruiter can determine which prospects have the potential to be recruited. The Workforce and Secondary Markets have additional criteria that must be met (i.e., age, education, credential, and ASVAB score). It is important to identify all of these market segments because NAVCRUITSTA's can be goaled for special programs, and/or quality.

030107. **MARKET SHARE.** Market share is determined for each NAVCRUITSTA and Division using the measures that best identify potential recruiter productivity. STEAM allows the NAVCRUITDIST considerable flexibility in identifying these factors. However, current experience indicates market share calculations are most impacted by a combination of population and production factors that provide a good indicator of market potential and is recommended. Indicators of population and production are given in more detail below. The market share for each NAVCRUITSTA is a fraction that indicates the share of the NAVCRUITDIST market of selected data elements (or potential market) contained in the zip codes assigned to that station. Market shares may be calculated with various weights and other combinations of data elements for comparison and to target other markets.

a. Population. Several population elements are contained in STEAM. Current recommendation is 50% weight on the total 17-21 male markets.

Note: In STEAM reports, the 17-21 male populations and the high school senior market are separated for evaluation purposes. However, the "17-21" field in the data base is used to determine market share and includes the total 17-21 male market plus the seniors for calculation purposes. Other population elements that may be considered include 22-34 male population, A-cell (high school graduate, AFQT greater than 49), 17-21 male population estimates, and college enrollment figures.

b. Production. All Service Accession Data (ASAD) is represented by accessions and gross new contracts. Current recommendation is to average the last three years of all military accessions when determining the market share and use a 50% weight in determining market share. ASAD data includes a five-year history in the STEAM database. Gross new contracts are counted by the last fiscal year and fiscal year to date for total military and Navy. Various combinations and weights can be used in production including using five years of accession data, putting more weight on the most recent year of accession data or using only Navy production data.

030108. **RECRUITER PRODUCTIVITY.** A key factor that should be taken into account when determining recruiter assignment is recruiter productivity. The proper market strategy is to assign recruiters to markets that have high production potential. Similarly, the best strategy for establishing and closing recruiting stations is to determine those locations that have the most market potential and conversely those with the least.

030109. **STATION SIZE.** The number of recruiters, which the RAF indicates should be assigned to a station, should be consistent with the station size. While it is possible to resize stations to be consistent with RAF, this process is usually too involved to be a

viable option. The standard way to establish agreement between station size and RAF is to adjust the territory (adding or subtracting zip codes) or adjust the number of recruiters assigned to the NAVCRUITSTA. The strategy of assigning more zip codes to the NAVCRUITSTA will create larger market share/RAF. Territory assigned and station manning may not exactly match RAF; however, they should be reasonably close. The below diagram provides RAF to Manning guidelines. In general, station sizes are small (1-2 recruiters), medium (3-4 recruiters) and large (more than 5 recruiters). To establish/ disestablish Officer (NORS), Navy Recruiting Stations (NAVCRUITSTAs), and Leading Chief Petty Officer Offices (LCPO) refer to COMNAVCRUITCOMINST 5160.1 (NAVCRUITCOM policy regarding station manning limits and the creation of recruiting stations).

a. **STEAM MANNING RULES**

STEAM MANNING BUSINESS RULES	
RAF (VALUES)	**NAVCRUITSTA MANNING**
0-1.8	1 - Recruiter (***Note***: *NAVCRUITCOM guidance is that NAVCRUITSTA Territory supporting only 1 Recruiter is a candidate for a Part-time Office (PTO) or possible realignment and consolidation with another NAVCRUITSTA)*
1.81-2.80	2 – Recruiters
2.81-3.80	3 – Recruiters
3.81-4.80	4 – Recruiters
> 4.81	5 or more Recruiters (***Note***: *NAVCRUITCOM guidance is that NAVCRUITSTA Territory supporting more than four Recruiters is a candidate for realignment and potential new NAVCRUITSTA)*

b. OTHER FACTORS AFFECTING RECRUITER ASSIGNMENT. A variety of factors can result in discrepancies between RAF and actual manning. This can include expected PCS moves or gaps in PCS changes, plus-ups, strong station leadership, recruiter ethnicity compared to the market being worked and over-all quality of the recruiter. The NAVCRUITDIST must determine if these factors are permanent in nature or transitory. In general, differences between RAF and actual manning that are the

result of transitory factors can be downplayed while those differences that are the result of permanent factors should be resolved. STEAM supports adjusting station territory to align market with recruiters. A detailed explanation on how to use STEAM for this purpose can be found in the Steam Training Manual located on the WEBSTEAM homepage.

030110. **RECRUITER ASSIGNMENT FACTOR (RAF).** The RAF translates the market share for the NAVCRUITSTA into a recruiter share. RAF is calculated for each station by multiplying the NAVCRUITSTA market share by the total number of production recruiters assigned to the NAVCRUITDIST. STEAM computes RAF for each NAVCRUITSTA and Division for the entire NAVCRUITDIST. NAVCRUITDISTs should follow the RAF when assigning recruiters unless aware of other compelling conditions that are not captured by the model. A description of how to use STEAM to calculate RAF and Market Share is provided in the STEAM training manual. The STEAM model can calculate the RAF in several ways. While market conditions and the strategic objectives of NAVCRUITDISTs vary, STEAM allows change to meet varying conditions within the STEAM model. These alternatives are computed on the basis of past production, demographic factors (such as test score categories of prior accessions), and distance factors for NAVCRUITDIST's covering extremely large geographical areas. These data elements are contained in the STEAM database and the calculation is transparent to the user.

    a. Traditional RAF. This RAF is historically referred to in STEAM as the recommended method. It should be used as a baseline or starting point from which alternative RAF's are compared. In the calculation of the Traditional RAF, 50 percent of the calculation is based on the number 17-21 year olds in the market area (includes seniors) and 50 percent of the calculation is based on the three-year average of ASAD for that market area.

    b. Distance (25 Mile) RAF. Like the method above, this new method uses DoD accessions for the past three years weighting each year at approximately 33 percent; however it only considers accessions in zip code areas that are within 25 miles from the station. This method adjusts the recruiter assignments for those stations covering extremely large areas. NAVCRUITCOM market research shows that few contracts come from beyond 25 miles of any NAVCRUITSTA. The aim of this method is to place the right number of recruiters closest to the largest number of potential accessions based on distance from the NAVCRUITSTA.

    c. Test Score Category I-IIIA RAF. This method is similar to the method above using only the last three years of All Service Accession each weighted at 33 percent. However, it only uses territory from zip codes producing 5 or more Test Score Category I-IIIA accessions. The aim of this method is to place recruiters in market areas that have historically produced high quality recruits.

030111. **STEAM UPDATES.** Data updates in STEAM are daily, monthly, quarterly, and annually, and managed by the STEAM market research at NAVCRUITCOM.

Authorized STEAM users need only update NAVCRUITDIST specific data (i.e. territorial realignments, monthly goals, personnel changes, etc.) See STEAM User Manual for detailed information on updates.

030112. **LOCATING VARIOUS MARKETS.** STEAM will calculate and prepare reports to analyze zip codes, stations, and divisions by computing various RAFs and weighing different markets such as quality (Test Score Category I-IIIA, Tier 1 markets), quantity (Seniors, 17-21 year olds and 22-34 years olds), and diversity (White, Black, Hispanics, and Asian Pacific Islanders) which may assist in evaluating the strengths and weaknesses of particular markets in the area of operations.

030113. **ZIP CODE ANALYSIS.** Zip codes are the building blocks for the command territory structure. Zip codes are assigned to NAVCRUITSTAs Recruiting Station Identification numbers (RSID). This assignment determines the NAVCRUITSTA boundaries and the size of the market. NAVCRUITSTA boundaries determine the size of Divisions, Navy Recruiting Districts, Regions, and finally Navy Recruiting Command. Zip codes also determine where LEADS, New Contracts and Accessions are allocated. A misplaced zip code could cause LEADS, new contracts, or accessions to be assigned to the wrong NAVCRUITSTA. Zip codes also determine high school-NAVCRUITSTA assignments. Zip code placement is crucial when assigning recruiter territory, evaluating the effectiveness of recruiting campaign, and evaluating the overall performance of the recruiting station.

SECTION 2

STATION MARKET ANALYSIS AND REVIEW TECHNIQUE (SMART)

030201. **INTRODUCTION.** The SMART system was designed to target quality market centers. It shows where recruiting resources should be focused to achieve the best possible results. Recruiters can compare and analyze strengths and weaknesses in their area of responsibility so new strategies and training methods may be applied. The data produced by STEAM provides the majority of the information needed for the SMART system. A view of a station's SMART territory map can be viewed in WebSTEAM. To view a SMART territory map of the NAVCRUITSTA, go to the quarterdeck (**https://rq.COMNAVCRUITCOM.navy.mil/**) click on WebSTEAM, enter user name and password. On the homepage select the NAVCRUITDIST, then scroll down to Divisions. Select the scissors on the division, use the scissors and cut the Division, then scroll down to the recruiting station. On the WebSTEAM tool bar, click the icon that looks like a magic wand (this is the SMART Board Icon). Information about the symbols for the SMART territory map may be viewed by clicking on the question icon on the WEBSTEAM tool bar. Click on the icon "Build a Thematic Map" to view accessions by zip code. The SMART system consists of:

   a. NAVCRUITSTA Territorial Map. A map of the stations' area of responsibility (AOR) must be large enough to post the entire territory in detail. A NAVCRUITSTA with both rural and metropolitan areas may require two maps to adequately represent the AOR. One map should cover the entire territory and the second should cover just the metropolitan area, but in more detail than the rural map. The geographic subdivisions used shall be large enough to permit meaningful analysis and obtain reliable market data. All this may be viewed on WebSTEAM. Data provided by STEAM, LEADS, and the DoD ASAD report is distributed by zip code so the territorial map must reflect zip code boundaries. NAVCRUITSTAs unable to access and use WebSTEAM should use the following guidelines to develop a NAVCRUITSTA Territorial Map manually. Obtain a map of the NAVCRUITSTA for the SMART Board and outline the individual recruiter AOR and NAVCRUITSTA boundary in map tape or marker. Indicate the following locations:

      (1) Red Star-NAVCRUITSTA. If a NAVCRUITSTA has a Part-Time Office (PTO) print a "P" on top of or next to the Red Star that locates the PTO. A part-time office is a subordinate office that may be manned on specific days or may operate with a permanently assigned recruiter who reports to a LPO/LCPO of a main NAVCRUITSTA. A PTO must be in the boundary of the NAVCRUITSTA. Use a Red Star to also indicate the location of a military Reserve Center by placing an "R" on top or next to the Red Star.

      (2) Blue Star - High school. To indicate a NJROTC high school, print an "N" on top of or next to the blue star.

      (3) Green Star - Two-year college.

(4) Gold Star - Four-year college.

(5) Silver Star - Trade school/VOTECH (post high school).

(6) Use a 3 x 5 inch card affixed to the NAVCRUITSTA territorial map to explain coding.

b. <u>DoD All Service Accession Data</u>. The current DoD All Service Accession Data (ASAD) report with statistics from the previous quarter shall be retained as part of the SMART system. End of the fiscal year ASAD reports shall be retained for two years. ASAD is useful in analyzing trends of market potential and areas where the Navy and other recruiting services have been successful in generating quality contracts and accessions.

c. <u>Goal Recap Sheets</u>. The Goal Recap Sheet is to be used at the NAVCRUITSTA and Division level. A current copy of the NAVCRUITSTA Goal Recap Sheet shall be posted on the SMART board and the two previous years shall be retained on file. The Leading Chief Petty Officer shall maintain a current copy of the Division Goal Recap Sheet and retain the previous two years on file. The NAVCRUITDIST Goal Recap Sheet is to be maintained at the NAVCRUITDIST level and may be used at the Region level if desired. The NAVCRUITDIST shall retain all NAVCRUITDIST Goal Recap Sheets for historical data. The Goal Recap Sheet can be used as either a spreadsheet or a paper record of goals and attainments and should be updated regularly to provide a valuable "at-a-glance" evaluation of a station, Division or district. The Division and station spreadsheets are excellent tools for tracking performance. As data is entered, the spreadsheet will calculate a fiscal year to date summary at the bottom of the sheet. This data will provide the Division Leading Chief Petty Officer and LPO/LCPO a quick reference for where emphasis must be placed for a division or station to get on track to meet fiscal year goals. In addition, the spreadsheets will generate messages for months in which data is entered based on attainment of goals. When all goals are attained, the message: "Made Goal" will be displayed. The Enlisted Programs Department will maintain the spreadsheets and use them in conjunction with the monthly goaling letter/notice. The Goal Recap Spreadsheet will be generated by the NAVCRUITDIST and used at the NAVCRUITSTA and Division level.

d. <u>DEP Status Board</u>. The DEP status Board is used to maintain a twelve-month rolling picture of the DEP Pool. As an individual enters the DEP, their name, high school, ship date, program information and recruiter's name is entered in grease pencil on the DEP Status Board. DEP referrals are also tracked for each DEP member. The DEP Status Board will be placed in a prominent location visible to both applicants and DEP members. Information must be current and correct. The blocks at the top of the DEP Status Board should be completed as follows:

(1) SYTD WG TARGET: Total number of Will Grads assigned as a target within the NAVCRUITSTA for the present school year. This number will be a percentage of your total Will Grad market and will be assigned by the Chief Recruiter.

(2) SYTD WG ATTN: Total number of Will Grads attained for the present school year.

(3) DEP ACCESSIONS: Number of new contracts to date for current month.

(4) TOTAL DEP: Total number of individuals in the DEP pool. This number should match your total DEP in R-Tools.

(5) Future Sailor Type: Indicate the type of Future Sailor by using the following dry erase/grease pencil colors:

(a) BLACK: Non-NSW/NSO Workforce Males
(b) BLUE: Non NSW/NSO Will-Grad (11S) Males
(c) RED: All Non NSW/NSO Females
(d) GREEN: All NSW/NSO Future Sailors

e. School of Area Responsibility The combination of zip codes and high schools comprise a School of Area Responsibility (SOAR). A NAVCRUITSTA will be broken down into areas equal to the number of recruiters assigned to the NAVCRUITSTA and documented on a "Recruiter Territory Breakdown" sheet, Exhibit 030201, for each recruiter. Each recruiter's area will also be broken down into SOAR territories.

f. High School/Community College Folders The High Schools and Junior Colleges are prime sources of market identification. It is crucial that you maintain a positive and consistent working relationship with each school in your territory. Establish an electronic School Folder on the NAVCRUITCOM SharePoint Portal for each high school and community college in your territory. Maintain these folders for the current plus two previous school years. Refer to Chapter 4, Section 3 for a complete guide to High School/Community College programs.

030202. **ASVAB STUDENT TESTING PROGRAM (STP) SCORE QUERY.** The ASVAB Test Score Category (TSC) Query in WebSTEAM enables users to quickly find the ASVAB scores of individuals (by name) who have taken the student version of the ASVAB. To do this, the user selects the ASVAB Score Query button and types the students name and state in the dialogue box that appears. The user can also filter to select the AFQT of the desired value by selecting from the list box provided. Users can also get a list of all ASVAB scores in a zip code, station or division area. Please see the WebSTEAM manual procedures to obtain such lists.

030203. **LEADS DATA AND ANALYSIS**. Advertising analysis and penetration review can be made using WebSTEAM maps. The station map can be overlaid with LEADS by using the layer control icon in WebSTEAM. The green triangles are national LEADS, the green triangles pointing down are local LEADS, and the stars are high schools. By using STEAM ASAD and Navy NC data with MapInfo and overlaying LEADS data, a NAVCRUITDIST can graphically view LEADS penetration to the zip code level.

NAVCRUITDISTs can determine possible problems with LPT market identification deficiencies and also determine higher propensity areas in which to target newspaper ad or direct mail campaigns. When LEADS are displayed on a station map and LEADS are sparse around high schools from an advertising standpoint, more activity could be generated within this area to produce quality LEADS for recruiters to pursue. For example, based on conversion rates in FY 2008, it took an average of 10–14 LEADS to produce one contract. The Leads Processing Team should take this information and review the stations mailing lists to ensure adequate name coverage within a zip code is obtained. If sufficient names are not available, they should collaborate with the recruiting station responsible and with the ESS to determine a proper course of action to obtain more names. The clustering of LEADS in an area is a good indicator of propensity to respond to the military.

030204. **ANALYSIS OF SERVICE ACCESSION DATA USING PIVOT TABLES**. Pivot table reports are interactive excel used to quickly summarize large amounts of data. Columns and rows can be rotated to see different summaries of source data. There are drop down buttons to select division, NAVCRUITSTA, zip code, race, sex, AFQT, and service. Pivot table reports allow users to compare related totals, sort, and display source data in different formats for analysis. STEAM allows users to view the ASAD pivot table for the current year. When the ASAD pivot table icon is selected, STEAM opens a new window allowing the user to select files containing the NAVCRUITDISTs FYTD accessions (ACC) and gross new contracts (GNC). The previous year's ASAD accessions and gross new contract pivot tables are not available via this interactive feature in WebSTEAM; however, they are available on COMNAVCRUITCOM FTP site (accessible through the Recruiting Quarterdeck). Pivot table information will indicate where the new contracts and accessions are being written all the way down to the zip code and by which service. Some areas of consideration:

   a. Navy market shares

   b. Propensity for other military services

   c. Penetration of minority markets

   d. Comparison of Test Score Categories–AFQT categories I, II and IIIA and IIIB

COMNAVCRUITCOM FTP SITE

SUM OF TOTAL						SERVICE					
Division	Station	Zip code	RACE	SEX	AFQT	A	C	F	M	N	Grand Total
01	837095	97009	W	M	II		1	2			3
					IIIA			1			1
					IIIB	1					1
				M Total		1	1	3			5
			W Total			1	1	3			5
			97009 Total			1	1	3			5

030205. **NAVCRUITSTA LOCATION.** NAVCRUITSTA locations are identified through demographic and past production data organized by zip code. All zip codes within the NAVCRUITDIST must be assigned to a NAVCRUITSTA regardless of population density. NAVCRUITSTA locations are a complex issue. STEAM serves as a crucial source for determining possible NAVCRUITSTA markets by the demographics and accessions of the zip code. Ideally, a NAVCRUITSTA should be placed in the geographic population center of a high production area. COMNAVCRUITCOM market research and analysis shows that production decreases dramatically as the distance from a NAVCRUITSTA exceeds 25 miles.

030206. **NAVCRUITSTA NEW CONTRACT OBJECTIVE (NCO).** By assigning recruiters to the NAVCRUITSTA based on uniform market potential, each recruiter should have a territory with approximately the same market potential as the other recruiters.

   a. Quality vs. Quantity. Given the advanced levels of technology incorporated into Navy systems, COMNAVCRUITCOM requires recruits with high mental aptitude and education. The Navy is in competition for these highly skilled applicants with the other military services, private sector, and colleges. In addition, research shows that applicants in Category A (HSDG and TSC I-IIIA) have greater performance potential and reduced risk of attrition. Analyzing ASVAB test scores, TSC I-IIIA population estimates, ASAD data, and past Navy enlistments can identify the location of these quality markets.

   b. Nuclear and Priority Rating Recruiting. NAVCRUITDISTs are goaled with certain sub-goals, including priority ratings. Recruiters cannot readily determine the location of the qualification factors eligible for these ratings. Therefore, in general, it is not recommended that STEAM be used to assign priority-rating goals to individual stations. An important priority rating is Nuclear Field. Recruiters are encouraged to recommend the Nuclear Field to all applicants they perceive are likely to qualify. If a NAVCRUITDIST goals a NAVCRUITSTA for Nuclear Field, it should use the TSC I-IIIA to calculate market shares. (See WebSTEAM goal matrix.)

   c. Gender Market (Female). The Quality female market is increasingly important for NAVCRUITDISTs, particularly with strict controls by gender. Frequently, the fraction of females taking the ASVAB is low and the STEAM data on the quality market is limited to males. Nevertheless, this data is valid for identifying the quality markets for females since there is ample evidence that there are no differences in gender quality for a particular location.

   d. Diversity Markets. A Navy priority is to recruit a diverse workforce. Often, a NAVCRUITSTA is assigned special programs target. (See WebSTEAM goal matrix.). In particular, considerable emphasis is placed on locating the diverse quality markets. STEAM provides demographic data for African-American, Hispanic, and Asian, Pacific Islander/Native American populations by zip codes.

030207. **BALANCING NCO.** STEAM can assist in determining NCO distribution across NAVCRUITSTA boundaries consistent with diversity markets. STEAM will factor the market share in the goal matrix; however, it cannot identify whether all will be of equal difficulty to recruit across the NAVCRUITDIST.

030208. **GOAL LETTER FUNCTIONS**. STEAM automates the process of issuing goals. All changes entered in WebSTEAM are automatically reflected in the Goal Matrix Report. The STEAM Training Manual provides more detail on this option. Categories/codes included in the Goal Matrix Report are:

    a. Total—Total contracts

    b. NUC—Nuclear Power Program contracts

    c. TSC I-IIIA contracts

    d. Work Force—Work Force contracts

    e. Female—Female contracts

    f. NAVET—Navy Veterans

    g. Minimum Male—Minimum Male contracts

030209. **PRIVATE SECTOR COMPETITION**. The best indicator of the level of competition for private industry is the unemployment rate that is not usually available at the zip code or NAVCRUITSTA level. However, NAVCRUITDISTs often have information about job expansion and layoffs in different stations that may help in assessing this competition.

    a. <u>Other Military Service Competition</u>. The primary method used to determine how the Navy is doing compared to the other services is to compare the actual DoD contracts produced by a NAVCRUITSTA with the Navy's fair share percentage of DoD new contracts. This benchmark changes annually based upon the Navy's needs versus DoD requirements. Since the number of recruiters that other services assign to a territory is usually unavailable, it is impossible to know if ASAD success for a particular service is due to their identification of a productive market or the assignment of a large number of recruiters to a less productive market.

    b. <u>Propensity</u>. Propensity is the inclination to join the military. A NAVCRUITDIST should take advantage of a high propensity territory by assigning additional recruiters to NAVCRUITSTAs in those areas. Many factors can contribute to higher propensity in a community, i.e. a large and active veteran community, a pro-navy school system, proximity to a Navy or other service facility, etc. Three ways to identify communities with strong propensity is to look at participation in High School ASVAB, zip codes that produce greater numbers of new contracts/accessions, and LEADS clusters in an area. Each of these methods can be examined in WEBSTEAM.

EXHIBIT 030201. **RECRUITER TERRITORY BREAKDOWN**

RECRUITER TERRITORY BREAKDOWN (WEBSTEAM DATA)

RECRUITER:_____   DATE:_____

ZIP CODE	TOTAL SENIOR'S	% OF NRD MKT	"A" CELL MKT SHARE	THIRD YEAR ASAD (GNC) FY-___		SECOND YEAR ASAD (GNC) FY-___		FIRST YEAR ASAD (GNC) FY-___		3YR AVE ALL	3YR AVE NAVY
				ALL	NAVY	ALL	NAVY	ALL	NAVY		
TOTALS											

HIGH SCHOOLS ASSIGNED:

      1)._____
      2)._____
      3)._____
      4)._____
      5)._____
      6)._____
      7)._____
      8)._____
      9)._____

POST SECONDARY INSTITUTIONS ASSIGNED:

      1)._____
      2)._____
      3)._____
      4)._____
      5)._____

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SECTION 3

MARKET ANALYSIS - RESERVE COMPONENT (TARGETING THE MARKET)

030301. **INTRODUCTION**. The Reserve mission is to make goal with the highest caliber accessions obtainable. Time is invaluable, so recruiters must conduct an analysis of their assigned territory to identify where to recruit people with the least amount of effort. As the size and composition of the primary market changes, it becomes increasingly important that the recruiter employs an analytical approach to recruiting.

030302. **MARKETING ENVIRONMENT.** Recruiting is competitive. A recruiter must know how to effectively analyze the market and territory in order to focus their prospecting activity quickly as Navy Reserve programs change. Market and territory analysis provides the recruiter with an effective tool to attain assigned goals.

030303. **MARKETING DEFINITIONS**

   a. Market analysis is a systematic way of determining the location, number and quality of work force potentially available in a geographic area.

   b. Territory analysis is the demographic area to ascertain what actual help or information can be obtained from the territory to prospect smartly.

   c. Analysis of Military Available (MA) will pinpoint sources of potential quality and quantity affiliates and is a prerequisite for success.

   d. The STEAM model for the reserve component will assist recruiters in accomplishing this task.

030304. **MARKET AVAILABLE.** Refer to the below diagram.

a. RESERVE COMPONENT MILITARY AVAILABLE MARKET (MA)

8/23/2010

b. <u>Potential Sources</u>. Any person, organization or territory that gives referrals or a place where an affiliate might be located within NAVCRUITSTA boundaries.

c. <u>Production Analysis</u>. A continuous recording and study of the number of accessions, including quality and their source.

030305. **TARGETING THE MARKET FOR EACH NAVY RESERVE PROGRAM**. The Navy Reserve currently has five basic "Target Markets" to consider:

a. Navy Veteran (NAVET)

b. Other Service Veteran (OSVET)

c. PRISE R

d. Direct Procurement Enlistment Program (DPEP)

e. Non-Prior Service (NPS)

030306. **IDENTIFY MARKET AND INFORMATION SOURCE.** Determining where the market is located requires mapping demographic data. Outline the entire territory and mark the locations of major market sources on the map:

    a. Public and private schools

    b. Junior and senior colleges

    c. Vocational – Technical schools

    d. Key information centers such as city/county/state government offices, chambers of commerce

    e. Hospitals

030307. **MARKET SOURCE POTENTIAL**. The potential of a market source can be determined by considering the following areas:

    a. Quantity (numbers only) possible out of each source

    b. Quality (mental/physical/possible waivers, etc.) possible from source

    c. Accessibility of each source

    d. Past history of production from each source (production analysis)

030308. **TERRITORY ANALYSIS.** A territory analysis goes into greater detail about information available in a given area. Through territory analysis you may find for example, that developing an effective referral network is more effective than other prospecting methods in a given area. Some of the following items may be helpful to consider and should be listed or identified on the territory map.

    a. Basic territory information

    b. Population centers

    c. Community events

    d. Economic conditions

    e. Culture, ethnic groups, or minorities

    f. Recruiting Advertising Materials (RAD) item locations

    g. Community activity centers

h. Centers of Influence

i. Major highways, interchanges and traffic patterns

j. Newspapers and radio/TV stations that reach the market

k. FLEET Concentration Area Recruiter

l. Navy Operational Support Center (NOSC)

030309. **PROSPECTING.** Determine the best prospecting method for each target market and ensure each recruiter is adequately trained in those skills (TRAMP):

a. Telephone calls

b. Referral network

c. Advertising

d. Mail-outs

e. Personally Developed Contracts (PDC)

030310. **PRODUCTION ANALYSIS REVIEW.** A production analysis review is simply reviewing past production for the following information:

a. What is recruiting production levels?

b. Where current accessions are coming from?

c. What kind of quality is coming from each location?

d. What kind and where are waivers coming from?

e. Where are the Qualified Not Enlisted (QNE) coming from?

030311. **OTHER FACTORS.** Other areas to consider in reviewing production and future production:

a. Where is the competition getting accessions?

b. New events shaping market/territory-affecting production

c. Factors you cannot control (but should be aware of

(1) Population shifts (rural/urban/metro)

(2) New and old industries

(3) Economics

(4) Seasonal/territorial

(5) Culture/ethnic

(6) Media events

(7) Frictions of War

030312. **MARKET ANALYSIS**

a. Statistics. One of the benefits of market analysis is confirmation by statistics. A recruiter often has a feel for the territory; however, allocation of resources can't be done based on feelings. Market/Territory Analysis and production reviews help show where the prospect should be located and determine the most effective way to prospect.

b. Know The Territory. As the recruiter works their territory of responsibility, he/she will learn who the Centers of Influence (COI's) are and where they are located. The recruiter shall post names and date changes immediately for tracking purposes. It is essential that the recruiter review these records every few months and update as necessary. The recruiter must save time, stay informed, make everyone a vital part of hometown recruiting, and realize the potential of each COI to help make the mission.

030313. **GOALS.** Fair and equitable assignment of goals to each NAVCRUITDIST, Division, and NAVCRUITSTA, is the objective of the goal allocation process. The most effective method of goal allocation is carefully derived market shares. This necessitates an in-depth analysis of market and assignment of recruiters in such a way that each recruiter has the same opportunity to make goal. The NAVCRUITREG issues an annual goaling letter to each NAVCRUITDIST establishing formal accountability by Division for goal attainment. The NAVCRUITDIST breaks the goal down according to the make up of market, and fair shares it out to each Leading Chief Petty Officer who distributes the goal to each Work Center Supervisor. While assigning goals, many factors should be considered. For example:

a. History of area

b. Potential of area

c. Experience level of recruiters

d. Number of recruiters assigned

030314. **PROJECTIONS.** Accurate and timely projections are essential to making goal. The current system for reporting projections includes:

a. Attained. Enlisted or affiliated into the Navy Reserve. All paperwork is completed, the individual has an authorized reservation number, and their name is placed on an attainment report entered into COMNAVCRUITCOM Integrated Recruiting Information Management System (CIRIMS) Web.

b. Identified (ID). Completely qualified to enlist or affiliate and has verbally committed to join in the current month.

c. Projection. An individual that the recruiter believes will enlist or affiliate in the current month, but still requires some action to complete the attainment process.

CHAPTER 4

PROSPECTING

SECTION 1

MODES OF PROSPECTING

040101. **PURPOSE.** Prospecting is <u>any</u> action taken to put a recruiter face-to-face with a prospect. A prospect is an individual that appears eligible for enlistment or reenlistment processing.

040102. **TELEPHONE.** The telephone is the most efficient prospecting tool. It is convenient, provides flexibility, and gives the recruiter a distinct advantage over the prospect when time is taken to prepare for the conversation before making the call.

    a. The primary purpose of the phone call is to make contact with the prospect and obtain an appointment. When contact is made, sell the prospect on an appointment, <u>not on the Navy</u>. If the applicant is unavailable and a family member answers the phone, try to find out as much as possible about the applicant.

    b. The parental phone script (Exhibit 040202) is an excellent tool to use when the recruiter encounters the applicant's parents during phone prospecting. The recruiter should only provide enough information over the telephone to create interest in the Navy, and the need to seek more information through an appointment.

    c. An interview to sell the Navy occurs once the recruiter gets face-to-face with the prospect. There are three factors, Preparation, Planning and Scheduling, and Technique, that will affect the degree of effectiveness and ultimately the results achieved from telephone prospecting:

    (1) Preparation

       (a) Considering the amount of prospecting conducted over the phone, time spent preparing for phone prospecting is absolutely necessary.

       (b) A positive attitude is of equal importance.

       (c) Consider every contact a potential contract.

       (d) Have the supporting tools readily available:

          <u>1</u>. Telephone Script (Exhibit 040201)

          <u>2</u>. Contact Lists

<u>3</u>. Computer

<u>4</u>. Blueprinting Form

(e) Establish a relaxed and quiet office environment that is conducive for making telephone calls and minimizes disruptions and distractions.

(2) Planning and Scheduling. Identifying the market to be contacted and the best time to call that market is extremely important in improving the quality and success of phone prospecting. Once phone prospecting is scheduled, every effort shall be made to complete the task. When a block of time for phone prospecting is missed, it is lost forever. Every effort must be made to schedule phone prospecting during the hours when it can be accomplished and will have the most impact on your target market. To schedule prospecting without a definitive time frame for accomplishment is not effective planning and will minimize results.

(3) Technique. Anyone can dial a phone number, but arranging a quality appointment that will show for an interview is difficult without developing and applying proper techniques.

(a) Always confirm you are speaking with the person you are attempting to contact.

(b) Use Value Oriented (VALOR) selling skills when phone prospecting.

(c) Recruiters should always be professional, relaxed and smile. The recruiter should state the reason for calling and wait for a response. The more the prospect talks, the better chance of obtaining an appointment. The recruiter must stay focused and be careful not to let the conversation go astray. The recruiter must remain in control at all times without allowing the prospect to know.

(d) The recruiter must be honest and remember that time is a factor in the quality of prospecting being conducted. Wasted conversation with an unqualified applicant is an ingredient for failure, be cordial but direct, be aggressive but courteous. The recruiter must know exactly what they are trying to accomplish and remain focused on that goal.

040103. **<u>REFERRALS</u>.** Referral prospecting is probably the easiest method for generating activity available to the recruiter. It entails nothing more than describing the type of individual you are looking for and then asking people if they know anyone who fits that description. Each individual the recruiter meets or comes in contact with is a potential source of referrals. There are four different types of referrals:

a. <u>Applicant Referrals</u>. Every applicant should be tasked with providing referrals during the interview. The key to obtaining referrals from applicants rests with the way the recruiter asks for them. The recruiter must let the applicant know exactly what they

are looking for and help the applicant in the process of remembering names of friends, families, co-workers, or anyone the applicant believes will benefit from the opportunities the Navy offers. The recruiter should encourage the applicant that the applicant will make a difference in someone's life by assisting with a referral.

    b. DEP Referrals. Effective recruiters obtain positive results from their DEP pool. It goes without saying that recruiters should make this an organized activity. Recruiters shall have Future Sailors call in at regular times so they can relay messages to students the recruiters are having problems contacting. Let the Future Sailors help with blueprinting. If the Future Sailor knows the prospect, this is considered third party reference. This is reassuring because pertinent information is obtained on a prospect and it is no longer considered a cold call. Recruiters should ensure their Future Sailors understand they can earn advancement through referrals that access into the Navy.

    c. School Counselor Referral. The success a recruiter has in obtaining referrals from school counselors depends on the rapport established between the parties concerned. The single most promotional activity the individual recruiter performs is becoming an expected, welcomed, and useful presence in the school and its activities. Every student, faculty member, or person on the administrative staff from custodian to principal/dean, should know who the Navy recruiter is and perceive him/her as a natural part of the school educational environment.

Note: The school canvassing program is covered in Chapter 3 of this manual.

    d. Centers of Influence (COI) Referral. Whether they are attached to a school or not, COI's should never feel as though they are being used. Recruiters shall make it a habit to thank COI's every chance they get to make them feel part of the team. They are very interested in the applicant they referred to the Navy, if they weren't they would not have referred them to begin with. The most important thing for the recruiter to remember about COI's is the more of them that are cultivated, the more people are working for the recruiter, and the better chances the recruiter has of getting referrals that can potentially become contracts.

040104. **ADVERTISING - LOCAL EFFECTIVE ACCESSION AND DELIVERY SYSTEM (LEADS).** The Navy reaches several important markets each year through a system of direct or national mail outs. This system is commonly referred to as Local Effective Accession and Delivery System (LEADS). These mail outs not only target potential prospects for enlistment, but is also designed to obtain complete coverage of the target market and maintain interest through follow-up letters and incentive items. The important thing to remember about LEADS generated through advertising is that the prospect is interested in a job and training, but not necessarily in the Navy. It is the recruiter's job to sell the prospect on the Navy. Timing is everything when dealing with LEADS.

Note: Recruiters will prospect a LEAD within 24 hours of receipt of that LEAD. The disposition of the LEAD shall be annotated in Web RTools within 30 days of receipt or

it will be considered overdue. LEADS shall remain in a recruiter's working ticker for a <u>maximum of four months</u> or until a disposition is attained. Field recruiters are not authorized to purchase advertising on their own behalf.

040105. **MAILOUTS.** Regular mailouts are conducted by the NAVCRUITDIST to assist in the recruiting effort. Navy Recruiting Stations (NAVCRUITSTAs), requesting help to target their market, are strongly encouraged to submit a valid list of contacts to the LEADS Production Team. The list and market will be evaluated and a determination will be made as to whether or not it is cost effective to target the market requested. <u>NAVCRUITSTAs are prohibited from conducting mailouts</u>. Individual mailouts are authorized as long as they are limited.

040106. **PERSONALLY DEVELOPED CONTACT (PDC).** PDCs involve meeting likely prospects face-to-face and obtaining names and sufficient information for the purpose of making an appointment. Getting just a name with no additional information is not a PDC contact. Recruiters shall familiarize themselves with their area to identify those locations that are most likely to produce contacts. The following locations are examples of places to PDC:

   a. High Schools and Colleges

   b. Technical Training Centers

   c. Shopping Malls

   d. Community Centers (YMCA's, etc.)

   e. Parks

   f. Fast food restaurants

   g. Businesses that hire young people

   h. Sporting events/fairs/carnivals/military shows/and other special events that attract large crowds

   i. Unemployment offices and job training centers

Note: Plan PDC prospecting when contact is most likely. Timing is a critical element when recruiting.

   j. Other factors to consider when planning PDC prospecting are:

   (1) <u>Market</u>. Where is there a propensity to enlist?

(2) <u>Time of Day</u>. Scheduling prospecting at a time when prospects are available. Rush or lunch hour/after school cafes/pool halls/malls.

(3) <u>Objective</u>. Recruiters must have a plan of action prior to commencing prospecting. What is the recruiter trying to accomplish? Is it an effective enough plan to aid the recruiter in making mission? Always analyze the results after the prospecting period. The recruiter's skills will improve over time if they work on their weaknesses and improve on his/her strengths.

(4) <u>Procedures and Techniques</u>. The following are basic procedures for soliciting Personally Developed Contacts:

(a) Learn the PDC phone script.

(b) Utilize Value Oriented (VALOR) selling skills.

(c) Be outgoing. Recruiters must introduce themselves, shake hands, and explain to the contact who they are, and what they do. In simple terms, the recruiters must be informal, but professional.

(d) Avoid going right to the issue of enlisting and forcing the prospect to make a decision.

(e) Recruiters should participate with the people they are trying to enlist.

(f) Express an interest in the prospect's background, current situation, and plans. Recruiters should discuss things they share in common with the prospect. Recruiters shall ensure the prospect understands they may find some of these things in the Navy.

(g) Recruiters shall not conduct interviews on the street.

(h) When recruiters make contact with groups, they should try to identify the leader of the group and appeal to that person.

(i) Recruiters shall always ask for referrals.

040107. **SOCIAL NETWORKING/INTERNET (SN).** Social networking involves the use of popular social websites such as FaceBook, Twitter and Navy sponsored websites to make contact with potential prospects. Applicants prospected on social networking websites shall be coded as "SN" on applicant logs and in Web RTools. Recruiters shall also properly document in Web RTools the specific website or application used to make initial contact and appointments on social networking and Navy sponsored websites.

040108. **TIME MANAGEMENT**

a**.** Time management is absolutely critical to a recruiter's prospecting success. Time management is often the greatest challenge that a recruiter faces while prospecting. Poor time management ultimately results in poor quality contracts and can possibly lead to failure. Effective time management; however, promotes quality of life and mission accomplishment. There is no substitute for solid work ethic and good prospecting. Accept that recruiting is a complex process; it requires many different actions over time before results are realized. Break down the recruiting process and utilize every prospecting mode. Recruiters shall establish objectives prior to prospecting, and should reward themselves for good prospecting. This will build good habits and will reinforce the positive behavior that just occurred.

b. <u>Wasting Time</u>. There are many ways to waste time, such as idle conversation and waiting. How often does a recruiter wait for a prospect to show for an appointment? How often do they wait for prospects to finish a test? How often do they wait for a clerk to give them a form? Waiting is wasted time that accomplishes nothing. Recruiters must remain productive. While waiting for an appointment, recruiters should continue prospecting for potentially qualified applicants. When recruiters go to MEPS, they should take a list, and use their phone prospecting skills to make appointments, conduct follow-up calls, or call Future Sailors and ask for referrals. When running documents recruiters are to use their PDC skills and canvass the area. <u>Recruiters shall always look to be productive and take every opportunity to prospect</u>.

040109. **ANALYSIS OF PROSPECTING.** At the end of each prospecting evolution, analyze what was accomplished against the goal. Evaluate the quality of prospecting by looking at the appointments that were set. Look at the big picture (mission) and see what impact the prospecting had on attaining goal. Always stay focused on prospecting, everything else is lower priority. Without prospecting, there are no applicants. In the end, success in prospecting is measured by the quality of the contracts written.

SECTION 2

BLUEPRINTING

040201. **PURPOSE**. Blueprinting is fact-finding, before and during the interview. One of the main reasons for blueprinting is to reduce or eliminate call reluctance. Call reluctance is fear based on concern for one's self instead of the prospect. The more information known beforehand about a prospect's pressures, plans, and problems increases the recruiter's confidence and enthusiasm when making contact. Blueprinting starts with using Discovery skills primarily in the Engage Phase and goes more in-depth throughout the entire phase of the Recruiting Roadmap.

040202. **QUALIFICATIONS.** After some basic rapport has been established, recruiters should complete the qualification questions. Recruiters should not begin with an interrogation of the prospect before they have achieved some level of rapport. The R-Tools one screen data sheet should be left alone during the initial phase of building rapport. Some prospects may get distracted and become overly concerned if they believe paperwork is being initiated. The Privacy Act statement should be completed at this time. The prospect card in Web RTools is used to document the social security number, date of birth, citizenship, education, dependents, and any prior service or previous ASVAB testing. Most of this information can be obtained during normal conversation. Only after rapport has been established and recruiter has reminded the prospect of the Privacy Act, should the recruiter continue with the qualification questions, e.g. physical, police, and drug usage. Questions concerning prospects' qualifications should be asked in a normal tone of voice and should not be phrased in a manner to lead the applicant into a normal response. Thorough blueprinting of qualification information is necessary to ensure the information is accurate and to avoid wasting both the recruiter's and prospect's time.

040203. **AUTHORITY TO BUY.** Authority to buy refers to the prospect's ability to make the decision to enlist without the need to consult another person. Seventeen year old prospects do not have the authority to buy, as they need parental consent. The recruiter's question may need to be rephrased, i.e., "What do your folks think about your coming down to see a recruiter today?" Age however is not the only criteria for authority to buy. Many prospects, 18 years of age and older, rely on advice from others before making major decisions. Generally, authority to buy can be determined by asking the question, "Is there anyone you need to consult before making a decision?" A recruiter should not halt the interview process because the prospect does not have the authority to buy. The prospect's lack of authority to buy simply informs the recruiter that the sale will probably not be made at the end of the sales presentation. The recruiter may have to conduct a POINTS plan and make additional presentations to other significant individuals and/or the prospect, or rely on the prospect to sell the Navy opportunity to their significant other. Although this is not a recommended method, the recruiter must take caution to ensure all the prospect's questions are answered in a manner that the prospect can thoroughly explain opportunities, advantages and unique value of the

Navy without the recruiter being present.

040204. **SUMMARY.** Prospecting is the means by which the recruiter places themselves face to face with as many potentially qualified applicants as possible. This is the single, most important factor of success to a recruiter. Prospecting must be a household word and is the cornerstone of every NAVCRUITSTA, Division, and NAVCRUITDIST's success. Recruiters' must prospect continuously to remain consistent. Although the structure of prospecting does not change, recruiters must work to develop the right approach that fits their own individual personality. Recruiters must use themselves as a sales aid and proof source. The recruiter's personal experiences show how the prospect's interests can be satisfied in the Navy. Generally, prospecting is looked upon as an unwanted task. Having a good attitude and possessing the confidence in his/her abilities to prospect can make the prospecting evolution a success for the recruiter.

Remember: You have collected personal information and it must be appropriately safeguarded at all times.

EXHIBIT. 040201. PHONE SCRIPT

STEP	ACTION	STEP	ACTION
1.	"Hello, may I speak with (Prospect's Name)"	5.	TIME: "(PROSPECT'S NAME) would _____ or _____ be better?"
2.	"(Prospect's Name) this is (Recruiters Name). Do you have a minute?"	6.	LOCATION: "(PROSPECT'S NAME), do you know where my office is located?"
3.	"The reason I'm calling is I am the United States Navy representative here in (YOUR CITY) and (SELECT ONE OF THE FOLLOWING)"	7.	"(PROSPECT'S NAME) do you have a pen and a piece of paper? Let me give you my phone number in case something changes and we can meet sooner than (TIME & DATE OF APPT)."
4.	REFERRAL: "I was talking with a mutual friend of ours (NAME OR REFERRAL) and he/she had some nice things to say about you. What I would like to do is set up a time for you and I to get together and discuss some of the things that he/she thought would be of some benefit to you. How does _____ or _____ sound?" ASVAB: "Recently I received your Armed Services Vocational Aptitude Battery scores that you took at (SCHOOL NAME) and I would like to set up a time for us to get together to discuss those scores, and explore some of the options available to you. Would _____ or _____ be O.K.?" COLD CALL: "I've been working with other (GROUPS, STUDENTS, ORGANIZATIONS) here in the area and we have discussed some ideas that might be of some value to you both now and in the future and I would like to get together and share them with you. Does _____ or _____ sound beneficial?" LEADS: "My district personnel office notified me that you were interested in (FIELD). What I am interested in doing is getting together at a mutually acceptable time to share more information about (FIELD). Would _____ or _____ be better for you?" DIRECT MAIL: "I recently received your reply card requesting more information about (FIELD or PROGRAM) although that information should have been mailed I have some additional information available for you. I would like to get together on _____ or _____ to go over that information with you. How does that sound?"	8.	TRANSPORTATION: "Do you have your own car or will you need a ride down to my office?"
		9.	"(PROSPECT'S NAME) with your permission, I would like to ask you a few questions to save us both some time when we do get together. Would that be alright with you?" PRIVACY ACT: "(PROSPECT'S NAME) I would like to advise you of the Privacy Act, which states that anything you tell me is between you, me and the United States Navy. First let me ask what hobbies or interests do you have?"
			How old are you? What is your height? How much do you weigh? Did you graduate from high school with an academic diploma? Do you have any medical problems that you are aware of, or are you under the care of a physician presently? Have you ever used any illegal drugs? Were you born in the United States? Have you ever been in trouble with the police for any reason?
		10.	Ask for referrals
		11.	"(PROSPECT'S NAME) By the way, what phone number did I give you?"
		12.	CLOSING "(PROSPECT'S NAME), I am looking forward to meeting you on (DATE & TIME OF APPOINTMENT) to discuss (BRIDGE TO EARLIER REASONING) I am going to gather some information for our meeting. What I would like you to do is think of any information or questions that you may find particularly useful during our meeting. Do you have any other questions or programs you would like to discuss? Great then I will see you then."

EXHIBIT. 040201. PHONE SCRIPT (CONT'D)

APATHY	DOUBT	CONFUSION	OBSTACLE
Apathy occurs when a prospect is happy with a current situation or is resistant to accept the recruiter's advancement of the conversation. **Examples of Apathy** **"Sorry, but I currently have a job."** **"When I graduate, I plan on finding a job in the civilian sector."** **"I am satisfied being a nurse at the local hospital where I work."** **"Thanks, but I'm not interested."** **(Framework of Objection Handling:** How to) **Recognize:** Actively listen to determine the type of objection. **Relate:** Empathize and restate what you heard for clarification. Ex: " I appreciate…" " I understand…" **Realize:** Ask open and closed discovery question. Ex:"Do you mind if I ask you a few questions?" "How is _____ working for you?" "Would having_____ be important to you?" **Respond:** Align relevant Navy opportunities with the issue. Ex: "The Navy is a professional organization, which means to you…" **Reinforce**: Position the value for the prospect. Ex:"This is important because you value _____..." **Successful Tip:** Apathetic prospects have wants and needs they are not aware of. Help them see them by having a conversation utilizing thought provoking and value focused discovery questions around their pressures , plans and problems. A desired outcome is to gain a commitment to move forward.	Doubt occurs when a Prospect does not believe or doubts what the recruiter is saying or what the Navy can offer. **Examples of Doubt** **"I can't believe that the Navy is going to pay for me to finish college."** **"I don't feel the Navy can guarantee me a job. "** **"I find it hard to believe the Navy will pay me a monthly stipend to attend medical school."** **"Free medical coverage sounds too good to be true. How can I be sure?"** **(Framework of Objection Handling:** How to) **Recognize:** Actively listen to determine the type of objection. **Relate:** Empathize and restate what you heard for clarification. Ex: " I understand how this would be difficult to believe…" **Realize:** Ask open and closed discovery question , Ex:"Do you mind if I ask you a few questions?" "How valuable would it be to have this?" "Would seeing this writing be of value to you?" **Respond:** Align relevant Navy opportunities with the issue. Ex: "The Navy is a world-wide organization, which means to you…" **Reinforce**: Position the value for the prospect. Ex:"This is important because you value _____..." **Successful Tip:** Understand many people have preconceived thoughts they shouldn't believe recruiters. Remember, seeing is believing! Show them in writing what your discussing.	Confusion occurs when a Prospect doesn't believe the Navy can deliver or provide something that the Navy actually does. **Examples of Confusion** **"You're just going to put me in whatever job you want to."** **"I'm not interested in going to Afghanistan."** **"Being at sea for 4 years on a ship is not my idea of fun."** **"I can't justify terminating my college education while I am serving."** **(Framework of Objection Handling:** How to) **Recognize:** Actively listen to determine the type of objection. **Relate:** Empathize and restate what you heard for clarification. Ex: " I understand what you're saying…" **Realize:** Ask open and closed discovery Question. Ex:"Do you mind if I ask you a few questions?" "How valuable would it be for you if I clarify this information?" **Respond:** Align relevant Navy opportunities with the issue. Ex: "The Navy leads the way in technology, which means to you…" **Reinforce**: Show value of Navy advantage Ex:"This is important because you value _____..." **Successful Tip:** Realize prospects usually have more wants and needs than what you have uncovered. They may feel you don't have something they're looking for and may feel since you didn't discuss it with them, you must not offer what they're looking for	Obstacles occur when a Prospect doesn't like something they will have to do or circumstances they will be faced with if they join the Navy. **Examples of Confusion** **"I don't like the idea of having to cut my hair."** **"I don't want to defer my college education."** **"I don't like the idea of being away from home for such a long time."** **"I am not interested in that long of a commitment."** **(Framework of Objection Handling:** How to) **Recognize:** Actively listen to determine the type of objection. **Relate:** Empathize and restate what you heard for clarification. Ex: " I can see how___ would be difficult for you". **Realize:** Ask open and closed discovery question . Ex:"Do you mind if I ask you a few questions?" "What concerns you most about this? "Although this is a concern for you, How valuable would it be for you if I can clarify in detail the unique value the Navy will provide you? **Respond;** Align relevant Navy opportunities with the issue.. Ex: "The Navy is a professional organization, which means to you…" **Reinforce**: Show value of Navy advantage. Ex:"This is important because you value _____..." **Successful Tip:** Give them credit for their opinion so they will give you credit for yours when you ask them to reevaluate the Navy's Unique Value and join the Navy even though there is something about it they don't like.

EXHIBIT 040202. PARENTAL PHONE SCRIPT

1. Hello sir/ma'am, is (Name) there?

2. Is this (Mr., Mrs.)?

3. How are you doing today sir/ma'am?

4. Do you have a minute?

5. The reason I'm calling is that I'm the Navy representative in the area.

6. My name is _____ and I've been working with other (HSSR's, past grads, etc.) in the _____(area), some of the ideas we've discussed, I feel will be of some value to your (son/daughter) and besides that, I would like the opportunity to meet you and your (son/daughter) personally and talk about some of the opportunities the Navy can provide. I was wondering sir/ma'am, is there a time when we can all get together or perhaps a better time to call (Applicant's Name).

Note: Stop selling Navy if the parents are negative or state that their son/daughter isn't interested. Ask what their child is doing at this time. These questions will either open a flow of conversation or the parents will be non-responsive. If the parents are non-responsive and don't wish to give blueprinting information, ask for referrals, thank them for their time and wish them a good day.

The key to this conversation is to open the door with the parents and ask enough questions to determine if and when the recruiter can call the applicant back.

<u>Always Ask for Referrals</u>

(Mr., Mrs.) Maybe you can help me another way. Do you know of anyone between the ages of 17-21, who may be looking for vocational training or financial help for college?

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SECTION 3

HIGH SCHOOL/COMMUNITY COLLEGE PROGRAM

040301. **PURPOSE.** The primary purpose of the High School/ Community College Program, like all recruiting programs, is to produce quality contracts.

   a. The high schools and community colleges in the NAVCRUITSTA area are the major source of quality prospects. To identify and meet the greatest number of students, the recruiter must establish a good rapport with the schools, gain exposure and maintain an effective program. The recruiter must maximize contact with students by obtaining lists or canvassing in the schools. In addition, recruiters can also increase Navy awareness by means of talks, distributing literature, and meeting with school officials and students. This is known as "educating the market."

   b. The goals of the program go beyond a single school year or even an individual recruiter's three-year tour. Maintaining good relationships with school officials, faculty members, coaches, and students in each school ensure the recruiter can reach the primary age groups in a timely and effective manner. The goals of the High School/Community College Program are:

      (1) Unlimited school access to area canvas, provide school talks, interview prospects, use school facilities and distribute Navy literature.

      (2) Obtain lists of seniors and community college students for immediate prospecting.

      (3) Meet with Future Sailors in school to monitor, organize and direct their referral efforts.

      (4) Obtain timely education verification for applicants and other background information necessary for enlistment.

      (5) Gain exposure for the recruiter and the Navy to:

         (a) Enhance the recruiter's ability to contact students.

         (b) Keep school officials, faculty members, coaches, and students informed and up-to-date about Navy programs and enlistment opportunities.

         (c) Establish a lasting and positive impression of the Navy throughout the entire school.

         (d) The success of the High School/Community College Program depends on an aggressive and thorough annual plan that is consistently executed year after year. Even though much of the plan is based on the school year (Sep - June), the High School Program is continuous. A new program starts on 1 June each year immediately

after completion of the current school year. In June, the LPO/LCPO and recruiters must develop a new annual plan that focuses on the following objectives:

1. <u>Prior to Initial Visit.</u> Develop and maintain, in the <mark>electronic</mark> school folder, a POINTS plan for the school.

2. <u>Initial Visits</u>. The Initial Visit is the first formal visit of the program year. During the visit, recruiters inform high school officials about the various programs and opportunities the Navy has to offer. The Initial Visit is the time to gather information about the school, confirm scheduled talks and ASVAB testing, and complete the <mark>electronic</mark> High School folders.

3. <u>Final Visits</u>. The "Final Visit" is conducted in working schools to close out the current senior program year and begin to develop a plan for the upcoming senior program year. This visit is conducted during April or May of the current senior year. During this visit, recruiters should discuss with school officials the attitudes of the faculty about supporting Navy recruiting. The final visit is also the time to gather statistical information about the upcoming senior class and ask school officials for a list of the current junior (soon to be senior) class members. The recruiter should also propose possible dates for career, NROTC and band talks for the upcoming fall semester. Additionally, ASVAB testing and on campus area canvassing should be discussed with all information recorded in the <mark>electronic</mark> High School/Community College folders.

4. <u>First Future Sailor</u>. The first Future Sailor is the first senior enlisted from any school. They should be recognized as the "1st Future Sailor" within the DEP Pool. The 1st Future Sailor is the initial source for referrals, lists, list verification, and other information about the school. Enlist a 1st Future Sailor in each school as early as possible, preferably during the summer, using the 365 day Delayed Entry Program. The sooner a 1st Future Sailor is in the DEP and working, the greater the production potential within the school. The first enlistment from a Community College is also considered a 1st senior.

5. <u>Lists</u>. These are lists of male students for each high school/community college. A list is termed "bona fide" when you have <u>names with an address or a phone number</u> for 90% of the male seniors or males of a particular college class.

6. <u>Armed Service Vocational Aptitude Battery (ASVAB) Testing Program</u>. The ASVAB Testing Program utilizes DoD's ASVAB test in those schools assigned by MEPS to the NAVCRUITSTA. Besides being another source for senior lists, ASVAB testing of all or a majority of students saves recruiters an enormous amount of time in mental screening and testing at MET sites. The ASVAB Testing Program should be presented to all high schools regardless of service responsibility.

7. <u>NROTC Presentations</u>. These are classroom presentations that not only provide information about the Naval Reserve Officer Training Corps (NROTC) scholarships programs, but are also an opportunity to gain exposure and stimulate

interest in other programs. Scheduling and publicizing talks in advance usually maximizes attendance; however, there is no minimum number of students that must "show" for the presentation to be counted.

        8. <u>Career Talks</u>. These are presentations, usually during Career Days, where the opportunities and benefits of enlistment in the Navy are discussed to large groups of students. Team talks with athletes and Vo-Tech presentations are included in this category. Scheduling and publicizing talks in advance usually maximizes attendance; however, there is no minimum number of students that must "show" for the talk to be counted.

        9. <u>Band Presentations</u>. These are presentations with student musicians to present the Musicians Enlistment Options. Scheduling and publicizing presentations in advance with the Band Director usually maximize attendance and contacts; however, there is no minimum number of musicians that must "show" for the presentation to be counted.

Note: . The effectiveness of school talks and presentations can be enhanced by developing a formal presentation by utilizing the PSVP to the respective audience. This should be <u>rehearsed </u>for quality and content before presentation. Once at the school, the recruiter should present PSVP in a relaxed but enthusiastic manner

Note: All school presentations will be in the appropriate DRESS uniform. Absolutely no civilian or PT gear will be worn to school presentations, under any circumstances.

   c. Recruiters should take advantage of the <u>media support</u> available when making a school presentation. Play the NROTC tape as part of the NROTC Talk. This is high quality support material that will "warm up" the audience.

040302. **<u>COLLECTING AND ORGANIZING SCHOOL INFORMATION</u>**. To develop a sound plan for the upcoming high school program, the LPO/LCPO and recruiter must gather current information about their schools, organize it and then evaluate it to determine the best course of action. To do this the following steps must be initiated:

   a. Identify all high schools in the area.

   b. Review known schools for changes in population, closings, consolidations, relocations, or new openings.

   c. Organize the information obtained from each school in a <u>new</u> electronic High School/Community College folder by 1 June of each year. Electronic school folders are available on the NAVCRUITCOM SharePoint Portal.

   d. After gathering and organizing the information on all schools, the recruiter and LPO/LCPO must evaluate the information to determine which schools will have the elements of the High School Program worked. Factors to consider are access, past productivity, and size of the senior or college class population.

   e. The recruiter should also consider the assets available to support the program in each working school by asking the following questions:

   (1) What talents does the recruiter possess that may be of value to the school and of interest to the students?

   (2) What help is available from other sources? Are these sources school board members, teachers, or coaches? For example:

   (a) Sailors in local Reserve unit

   (b) Sailors in Mobilization Training Units (MTUs)

   (c) Former Navy and retirees (Navy League, etc.)

   (d) Command Group members

   (3) Who returns from boot camp during the year that recently graduated from the high school?

   (4) Who in the community can help gain access and influence policy in the schools?

   (5) What promotional materials does the NAVCRUITSTA/ NAVCRUITDIST have to offer the school?

   (6) What service can the local Reserve unit(s) provide to assist in talks, presentations, Career Days, displays, etc.?

040303. **WORKING YOUR SCHOOLS**. Once the HS/CC Plan is finalized, recruiters are responsible for executing it and working their schools. The prospects loaded in the Working Tickler assists recruiters in systematically working assigned schools and carrying out the plan. Each year, the recruiter must prepare a new electronic HS/CC folder for every working high school and community college assigned. The electronic HS/CC folder outlines the minimum program and the required action dates for accomplishing it in each working school. All scheduled visits and other relevant information are recorded in this card. The final plan must meet and be consistent with the established NAVCRUITDIST milestones. Both LPO/LCPO and DLCPO must approve the plan in the electronic school folder. When approved by the LPO/LCPO, the plan is understood and acknowledged as a legitimate working plan, which will be carried out by the recruiter.

040304. **PREPARING FOR YOUR INITIAL VISIT**. The Initial Visit is crucial and its importance cannot be overemphasized. It sets the pace of the program and tenor of the recruiter's relationship with the school. An appointment must be made with a school official (principal, dean, or head guidance counselor) for the Initial Visit and place the

action date on the <mark>electronic</mark> HS/CC folder. All working schools will have initial visits completed in accordance with the Division Leading Chief Petty Officer's milestones.

   a. Before the recruiter visits the school, some basic information should be considered and preparations made. For instance, is it primarily a VO/TECH school or academic? Are promotional materials, proof sources, and business cards ready? <u>Has the recruiter practiced anticipated PSVP? Remember, schools are as different as people and will have different pressures, plans, and problems. Recruiters must uncover pressures, plans, and problems</u> <u>by utilizing the prospect engagement skills.</u> Also, recruiters shall review the Division Leading Chief Petty Officer's milestones for the upcoming school year and the previous years' school folders

   b. The LPO/LCPO shall be available to rehearse the initial visit through role-playing and POINTS Plan development

   c. The recruiter should ensure the new <mark>electronic</mark> HS/CC folder is <mark>updated</mark> on the Initial Visit so any additional information can be immediately included or future visits/events scheduled. <mark>This can be done via MRI (if possible), or immediately upon return from the school visit.</mark>

   d. Specific goals or objectives for the Initial Visit must be considered. Depending on the existing circumstances in the school some of the goals might be:

      (1) Gain full access to the school, including use of school facilities for DEP meetings/functions.

      (2) Review dates for Career, NROTC, and Band Talks.

      (3) Obtain lists. Generally, lists will be obtained during the final visit of the previous program year. This will allow the recruiter to prospect during the summer months. The recruiter should obtain a new list during the initial visit or as near to the beginning of the new school year as possible to ensure list information is accurate and current.

      (4) Reconfirm ASVAB testing dates.

      (5) Meet with all department heads (e.g., guidance, athletic, band, etc.).

      (6) Obtain an area or space to display brochures, literature, and instructional videos.

      (7) Obtain a schedule or calendar of school events.

040305. **CONDUCTING THE INITIAL VISIT**. When making the Initial Visit, it is important for the recruiter to emphasize and clearly explain the following aspects of the programs:

a. <u>NROTC Scholarship Program</u>. Encourage guidance counselors to publicize the availability of the scholarship and application deadlines in the school's media, especially in material sent to the Parent Teachers Association (PTA) or students' parents.

b. <u>ASVAB Testing Program</u>

(1) Explain that the ASVAB is a DoD sponsored, nationwide test that measures aptitude. Emphasize that the test relates to a variety of job skills and occupations, which can help counselors in their guidance of students.

(2) Stress that the ASVAB is absolutely free and the administration and proctoring of the test is handled completely by DoD personnel.

(3) Request the school make testing mandatory or at least publicize it sufficiently in advance to maximize participation.

(4) Ensure test dates are coordinated with the LPO/LCPO.

040306. **REQUESTING LISTS**. The recruiter must ask for a senior list or post–grad list, even if a list was obtained during the final visit of the previous school year. Schools who are reluctant to provide lists are sometimes willing to provide a listing of seniors who graduated the previous year. Obtaining a new list will ensure the recruiter has an exact representation of students that returned to school. Obtaining or not obtaining a list must be reported to the NAVCRUITDIST Education Service's Specialist (ESS) for updating of the Recruiter Access to High Schools (RAHs) database.

a. It is important to stress that a list allows flexibility in contacting students and parents about Navy opportunities, especially when school is closed or if students are not available during school hours.

b. If lists cannot be obtained because of school policy or other reasons, there are other ways of compiling and obtaining names of seniors or college students.

(1) If the school will not provide a complete senior list, (i.e., name, address, and phone number), request a partial list.

(2) Pursue other avenues to obtain names or lists through the following:

(a) <u>High School Directory</u>. Some schools publish a directory that lists all of the students in the school, grouped by school year. The directory is normally published in the Fall and is usually available in the school library.

(b) <u>High School Yearbook</u>. Most schools publish a yearbook. Some may include names, addresses, and phone numbers of seniors as well as juniors. Yearbooks are usually available in school libraries or can be temporarily loaned from Future Sailors. Even though yearbooks are published near the end of the year, they are still useful in verifying list contact sheets.

(c) <u>Newspapers</u>. Local newspapers often publish the names of high school graduates. In some cases addresses are included. Check local daily and weekly newspapers for their policy on this matter.

(d) <u>School Photographers and Jewelers</u>. Another source of lists are photographers and jewelers. Sometime during the junior year or early in the senior year, students are photographed and fitted for class rings. Often these businesses have a complete list of student addresses and phone numbers.

(e) <u>School Library</u>. School libraries normally have a list of mailing addresses in order to notify students about overdue books. A list of student mailing addresses may be obtained through a library contact.

(f) <u>School Website</u>. Many schools have a web site and directory information can be obtained by review of these sites. In addition to lists, most of the time you will find faculty, courses, graduation dates, holidays, honor role lists etc. Take full advantage of the school's website. Email the staff and develop relationships to help the recruiting effort. If you have Navy training which will allow you to be an asset to the school's website, offer your time to help teach students running the website.

c. Lists can be pieced together by the following methods:

(1) Bureau of Labor Statistics

(2) Attendance rosters from talks

(3) Names from area canvassing and referrals

(4) ASVAB lists

040307. **CONCLUDING THE INITIAL VISIT**. The following measures are to be completed by the recruiter when concluding the initial visit:

a. Place any additional information obtained during the Initial Visit in the electronic HS/CC folder.

b. Place any agreed on dates for the program in the electronic HS/CC folder in the column next to the appropriate area.

c. Record the results of the Initial Visit and put general comments in the folder.

d. Put future action dates in the folder to follow up on any outstanding matters or unscheduled events.

e. Ensure the Initial Visit is reported to the LPO/LCPO who is required to update and record comments in the folder

040308. **MAINTAINING CONTACT WITH SCHOOLS**. Regardless of the degree of cooperation and success achieved with any school as a result of the Initial Visit, it is still necessary for the recruiter to build on that relationship. A progressive program of visits to the school must be planned throughout the year. The following are recommended actions to maintain contact with the schools:

   a. Each athletic season (football, basketball, etc.), the recruiter should meet with coaches to discuss sports opportunities within the Navy such as intramural programs, inter-service sports, and even Olympic competition. Combined with proof-sources, this approach can interest coaches and lead to student referrals.

   b. Periodically update counselors on changes or developments in the NROTC, ASVAB, enlistment, or in-service educational programs and benefits.

   c. Schedule and conduct talks, (Career, NROTC, Band), periodically during the school year.

   d. Check literature racks and spaces regularly, ensuring the stock is sufficient, material is current, and business cards are available and attached. Specifically, ensure the All Hands Magazine is being delivered and displayed in the libraries of your schools.

   e. Advertise as often as possible in school newspapers, especially prior to talks or canvassing. If the recruiter has the opportunity to place his/her business card as an add, it keeps his/her name in front of the students.

   f. Meet with parents and faculty through PTA/PTO presentations of Navy opportunities. This is a great opportunity to take the communities temperature in regard to the military and eliminate misconceptions.

   g. The Navy Dress Uniform. The Navy Dress uniform looks sharp and satisfies America's perception of how a Sailor should look. It would be counter productive for recruiting personnel to attend ceremonial functions or to conduct official presentations in any uniform other than the Dress uniform. Therefore, the prescribed uniform for recruiting personnel appearing at any presentation, career fairs, conferences, etc., television program, or at any public gathering, patriotic celebration or other such event shall be the appropriate Dress uniform. Those personnel assisting the recruiting effort on a temporary basis, who do not possess the dress uniform, are excluded from this policy.

   h. Arrange frequent meetings with Future Sailors at school to continually enhance exposure to the rest of the student body.

   i. The recruiter should take every Sailor back to their school after recruit training. These "walking and talking" references are the best way to show what the Navy can deliver.

j. Use returning Sailors in technical NECs for vocational presentations or Career Talks at vocational schools.

k. Attend graduations and award ceremonies to present Navy awards.

l. Arrange to have the NROTC scholarships presented by the CO, XO, OPO, R-OPS, or other commissioned officers. Community commissioned officers who are retired or USNR and NROTC representatives from Universities can also be utilized.

m. Avoid superficial or routine visits. Always plan something that has a purpose that is productive and beneficial both to the recruiter and school.

n. Fruit Stands. A "fruit stand" is a full display of Navy print and video advertising in a high traffic area of the school to attract prospects. When using "fruit stands" keep the following in mind:

(1) Wear the Dress Uniform

(2) Display Navy literature, the blue Navy recruiting service blanket, TV, and a variety of DVD's or films

(3) Hold expensive promotional items such as T-shirts and Hats in reserve for applicants who request appointments and share information

(4) Lay out limited materials; have prospects fill out cards to send them information

(5) Involve Future Sailors and HARP personnel

(6) Aggressively follow up all contacts

o. Send "Thank You" notes to principals, counselors, secretaries, and staff who assisted in the recruiting effort at appropriate times during the year. Schedule these dates on electronic HS/CC Folder. These courtesies should enhance cooperation and reap long-term benefits.

p. Contact a representative at the school newspaper. Ask them to prepare a story on the recruiter or HARP Recruiter from the school. This will give both the recruiter and Navy greater exposure to the student body.

040309. **YEARLY PLANNING**. Once all information is gathered, and checked for accuracy and evaluated, the planning process begins.

a. The Division Leading Chief Petty Officer and LPO/LCPO, with input from the recruiter, begin the detailed planning for the annual program. A detailed HS/CC Program must be developed. The electronic HS/CC school folder is the source document for the yearly program. The more interest and effort taken in planning the program, the greater the contracting potential will be

realized, and, more specifically, the better the recruiter can manage recruiting efforts. In order to plan, organize and conduct an effective HS/CC Program, the recruiter must be able to analyze and evaluate the HS/CC Program.

   b. The program cycle. The HS/CC Program does not run concurrent with the traditional fiscal year, nor should it. Traditional high school institutions in the United States generally begin their school year in late August or early September and continue till late May or mid June of the following year. For this reason, the HS/CC Program begins for any particular school as soon as the high school junior year for that particular school ends. Keep in mind that in order to contract individuals from these institutions, individuals must qualify for a traditional senior class program and there must be less than 365 days remaining before they will graduate from that traditional program.   The program cycle officially begins when the recruiter conducts the "final visit" with each institution. During the final visit the following objectives will be evaluated.

      (1) How well "Navy Recruiting Representatives" are received by this institution and by the faculty in general

      (2) Fill out section one of a new ==electronic== HS/CC folder

      (3) Determine the relationship the recruiter has with each particular high school. This relationship will be used to determine the following categories for the upcoming HS/CC Program year:

         (a) Access

         (b) Status

         (c) Priority

040310. **ACCESS, STATUS, AND PRIORITY**. It is essential that the LPO/LCPO understand the proper definitions of Access, Status and Priority. In order to properly document the NAVCRUITSTA's efforts with each school, all three terms must be defined sequentially and, subsequently, definitions must be considered individually.

   a. Access. The first step in developing a yearly plan is to review the HS/CC Profile Sheets and the previous year's High School Program Master Planning Sheets. This will help determine the previous Access, Status, and Priority for each school. Most recruiting areas have many schools of various sizes and types. In some cases, recruiters will have more schools in their area than they have time to work effectively on a full-time basis.

      (1) One of the primary objectives of the LPO/LCPO is to persuade all schools to allow full access to recruiting activities; therefore, the first step in this process is to determine the level of access for each school. The relationship with each school can change from school year to school year because of changes in administration or school

policy. Even recruiter changes can have negative or positive influence on the relationship that exists with schools. Because the possibility exists that the relationship will change, the relationship must be defined before a plan can be developed for the upcoming school year. (If a station has no access, contact the Education Specialists to work on the access problem. Education Specialists are professional educators familiar with the workings and chain of command of school systems. Most of the time, Education Specialists have long standing relationships with faculty.

(2) For the purpose of Navy Recruiting, "Access" does not mean access to the school itself, but refers to access to the student body in general. It is a reflection of the relationship that the Navy, or the military in general, has with a particular school. To a large degree, it represents the attitude or policies the school has concerning recruiting activities with their student population. This relationship is captured on the cover tab of the electronic HS/CC folder and will be defined with one of the below listed categories:

(a) Full Access (F). Student directory information can be obtained and recruiters can visit the school during school hours with no unreasonable access limitations to the student population. In order for a school to be defined as "Full Access", all of the following conditions must be met. The example cited below will be utilized to assist in determining the access of the school.

1. On campus canvassing is allowed

2. Student directory information for 90% of the senior class can be obtained through any source

3. Support programs can be run (i.e. Awards, etc.)

4. Talks can be conducted (Career/NROTC/Band Talks, etc.)

5. All of the items listed in the Division Leading Chief Petty Officers milestones can be conducted (With the exception of ASVAB testing.)

Full Access Example

Activity	Allowed	
	Yes	No
Initial Visit	X	
Career Talks	X	
NROTC Talks	X	
Band Talks	X	
ASVAB		X
Certificate Prg	X	
Final Visit	X	
PDC Campus	X	
Official List	X	

(b) <u>Limited Access (L)</u>. If we cannot perform 100% of the elements of the HS/CC Program, then access is limited. Access is either "Full" access to the student population, (i.e. Recruiters can conduct <u>all</u> the elements of the HS/CC Program, canvassing on campus is allowed and student directory information can be obtained), or access to the student population is limited in some manner by the relationship or policies of the schools administration. The example cited below will be utilized to assist in determining the access of the school. The following scenarios are provided to help explain:

<u>1</u>. Example A - A school allows recruiters to perform all the elements of the HS/CC Program, on campus canvassing is allowed; but, for whatever reason, recruiters are unable to obtain student directory information. Because recruiters cannot do 100% of the things they would like to do, "Access" to this particular school is considered "Limited". In this example, without a list, the most effective way to contact students is to prospect them while they are on the campus. <u>It is important to understand that the status of a school can be considered "working" even though the access is limited.</u> The status of a school is explained later.

<u>2</u>. Example B - A school does not allow recruiters to perform the elements of the HS/CC Program, but for whatever reason, recruiters can obtain directory information. In this example, the "Access" to the student population is also "Limited". It is limited to list canvassing only.

Limited Access Examples

Activity	Allowed Yes	No
Initial Visit	x	
Career Talks		x
NROTC Talks		x
Band Talks		x
ASVAB		x
Certificate Prg		x
Final Visit	x	
PDC Campus		x
Official List	x	

Example (1)

Activity	Allowed Yes	No
Initial Visit	x	
Career Talks	x	
NROTC Talks	x	
Band Talks	x	
ASVAB	x	
Certificate Prg	x	
Final Visit	x	
PDC Campus	x	
Official List		x

Example (2)

Activity	Allowed Yes	No
Initial Visit	x	
Career Talks		x
NROTC Talks		x
Band Talks		x
ASVAB		x
Certificate Prg	x	
Final Visit	x	
PDC Campus	x	
Official List	x	

Example (3)

Activity	Allowed Yes	No
Initial Visit	x	
Career Talks		x
NROTC Talks		x
Band Talks		x
ASVAB		x
Certificate Prg		x
Final Visit	x	
PDC Campus	x	
Official List	x	

Example (4)

(c) <u>No Access (N)</u>. No Access characterizes a local educational agency that denies military recruiters the same opportunity, as is provided generally to other educational institutions or to prospective employers, to contact students on campus or via the release of directory information. The example cited below will be utilized to assist in determining the access of the school. In this example, the recruiter shall

immediately contact the NAVCRUITDIST Education Specialist (ESS) to schedule a visit to the school. On this visit, the ESS has the lead. The recruiter is only there to be introduced and, hopefully, gain permission to come on campus. The recruiter shall be squared away in uniform and maintain professional demeanor. Allow your ESS to do what they do best.

No Access – Example C

Activity	Allowed	
	Yes	No
Initial Visit		X
Career Talks		X
NROTC Talks		X
Band Talks		X
ASVAB		X
Certificate Prg		X
Final Visit		X
AC Campus		X
Official List		X

   b. Status. After a school's access is determined, the next step is to determine the "Status." There are three categories that define status, Working (W), Non-Working (NW) and Non-Cooperative (NC). It is very important to understand that the "status" of a school only indicates whether the program elements of the HS/CC Program will be conducted. It does not indicate that no effort will be expended to get contracts from this institution. The LPO/LCPO should; therefore, examine each school carefully considering things such as past contracting history, class size, time and effort, percent of student population that goes on to a four year institution, and the relationship with the school before deciding whether a full program should, or can be conducted.

   (1) Working Schools (W). These are schools in which the elements of the HS/CC Program will be conducted according to the Division Leading Chief Petty Officer's Milestones. They usually have sufficient senior class size, students can generally pass the ASVAB, recruiters have enough access to the school, past contract productivity indicates that the time and effort necessary to perform the elements of the HS/CC Program are justified and the percentage of students who go to a four-year college is not unusually high. The LPO/LCPO needs to be extremely careful when evaluating the "Status" of a school. A school that has "Limited" access can be considered "Working." A school that allows recruiters to perform elements of the HS/CC Program, but who's directory information cannot be obtained by any means, has an "Access" or "Limited", but can still be considered for a status of "Working". In this example, working a program may be the only effective way to obtain the contracting potential of this school.

   (2) Non-Working (NW) Schools. A non-working school is one where the LPO/LCPO and the Division Leading Chief Petty Officer deem it ineffective to work a program. Therefore, program elements deemed worthwhile to conduct will not be tracked on Division Leading Chief Petty Officer's Milestones

There are many reasons why a school may be considered "Non-Working". Non-Working does not mean that we will not have a plan to get all the contracts we can from this school. It means that a recruiter will not conduct elements of the program because it does not make good business sense in this particular school. Non-Working schools can always be upgraded in future years. Status shall be carefully considered annually by the LPO/LCPO when conducting the structure analysis in April or May. The following examples of "Non-Working" schools are provided to assist in understanding:

(a) Schools where the access to the student population may be "Full," but the senior class size is so small, distance to the school so great, or past productivity indicate that the time and effort necessary to conduct the elements of the HS/CC Program would not justify the return on investment. The LPO/LCPO should keep in mind that it is always smart to conduct some of the elements of the HS/CC Program in small schools. Small schools with full access will still provide contracts and the LPO/LCPO, working with his recruiters, shall have a plan to get those contracts. In this example, the LPO/LCPO, with permission from the Division Leading Chief Petty Officer, has made a calculated decision not to work the elements of the HS/CC Program, therefore giving it a "Status" of "Non-Working."

(b) Schools where access to student population may be "Full," but historically the contracting results generated from this asset indicate that conducting the elements of the HS/CC Program are not justified. This is usually true within schools where a large percentage of the student population goes on to a four-year institution. Again, the LPO/LCPO should keep in mind that there are contracts in this student population and shall have a plan to obtain them. This particular example is a school where NROTC candidates can be obtained, and for that reason, the school should be part of the LPO/LCPO's plan. Specifically, giving NROTC talks, at a minimum, should be part of the plan.

(c) Schools determined by the Division Leading Chief Petty Officer to be non-working schools shall have the electronic school folders marked on the cover tab as Status non-working. Information on page 2 of the school folder shall be completed to the best of the Recruiters ability and a minimum of one visit shall be conducted during the school year to obtain schools lists, update student population and faculty contact information.

(3) Non-Cooperative Schools (NC). These are schools in which a full program may be desired, but access to the student population is "No Access."   The LPO/LCPO must involve the ESSs to meet with school officials. Until school policies have been successfully changed to allow some sort of access, recruiters cannot plan and execute the program in these schools. The following are some ideas the LPO/LCPO might use to turn around non-cooperative schools:

(a) Contact the Commanding Officer and request that a member of the Command visit the school to talk with the administrators.

(b) Ask school officials if they will allow distribution of literature within the school. This provides some opportunities for contact when you deliver and restock the material at the school.

(c) Check the local Reserve Unit for Navy that may be employees, teachers, coaches, or influential members of the school. See if they can bring about a change in school policy regarding recruiters.

(d) Contact the local Navy affiliates, such as the Navy League, MTUs, etc., to find out if they have points of contact in the school system that can help obtain cooperation.

(e) Attempt to introduce the Naval Reserve Office Training Corps (NROTC) scholarship program to the faculty and counselor staff. In many cases, the hesitancy to allow recruiters access to the student body or school grounds is because of lack of understanding of the opportunities available to students.

(4) The most important decision in the high school plan is determining the school's STATUS. When assigning a STATUS to each school, be sure the recruiters have a good distribution/ spread so they have enough working schools; a sufficient number of seniors must be available to make their recruiting mission every year. Be aware that the sizes of schools between NAVCRUITSTA's vary. The largest school in one area may be the smallest in another NAVCRUITSTA. The relative sizes of the schools in the area must be looked at carefully when determining their STATUS.

   c. Priority. Priorities are only assigned to working schools and are defined by the amount of effort and time planned in a school relative to the effort planned in other schools. The recruiter will spend more time and effort in schools with a Priority 1 rating than those with a Priority of 2. Priority determines and directs the recruiting effort into schools that will be most productive.

(1) The LPO/LCPO and the Division Leading Chief Petty Officer shall assign a Priority designation to each school based on a combination of the following factors:

(a) The size of the male senior or college class population

(b) The percentage of male students that generally go to a four-year college

(c) The ASVAB pass rate and the percentage of mental group (MG) I-IIIAs in the school

(d) The number of senior or community college contracts written in the past years from the school

(e) Access to the school

(2) A working school will be assigned one Priority from among the following three:

(a) <u>Priority 1</u> - A school, where the combination of male senior population (minus those that go to a four-year college), ASVAB pass rate, MG I-IIIA%, past and potential results, and access to the school, indicates that the recruiter's efforts should achieve excellent results (i.e., the greatest number of senior contracts).

(b) <u>Priority 2</u> - A school where a combination of the same factors above indicates that the recruiter should achieve good results from the time and effort expended.

(c) <u>Priority 3</u> - A school where the combination of the same factors above indicate that the recruiter should only obtain sufficient contracts to keep the school working.

(3) The assignment of priority should be a carefully considered judgment calls on the part of the LPO/LCPO and DLCPO. The guidelines above are not precise, and for good reason: every combination of factors simply cannot be stated. Just remember that priorities are assigned to the schools in order to organize recruiter efforts and to maximize the results of efforts in the program. Common sense will help decide the borderline cases.

(4) LPO/LCPO's will enter the priority they assign to each school on their High School/Community College Profile Sheet. The NAVCRUITSTA records the priority of each school on the respective electronic High School folder.

(5) Clearly indicate in the electronic school folder the appropriate assigned Category/Status, Access, and Priority. Do not assign a priority to non-working schools.

(6) High School/Community College Canvassing Plan. No later than 15 June each year, the NAVCRUITSTA provides the DLCPO with a canvassing plan displaying basic data for each school in the NAVCRUITSTA and the results attained in those schools during the previous year. In addition, the LPO/LCPO integrates the DLCPO's Milestones. The DLCPO's Milestones state the objectives and timetable for accomplishing them in the upcoming school year. The LPO/LCPO uses the canvassing plan and the DLCPO's Milestones to develop the NAVCRUITSTA's plan for next year. The final plan must meet and be consistent with the established NAVCRUITDIST milestones. Both LPO/LCPO and DLCPO must approve the plan in the electronic school folder. When approved by the LPO/LCPO the plan is understood and acknowledged as a legitimate working plan, which will be carried out by the recruiter. The LPO/LCPO shall use the following guidelines when preparing the new High School/Community College Canvassing Plan:

(a) Compare each school's new data with the latest High School or Community College data received write in the correct information if there are changes.

(b) Evaluate last year's plan and record the following information in the ==electronic== school folder:

    1. INITIAL VISIT - The month planned to make the <u>Initial Visit</u> to the school, e.g., 01 = Jan, 12 = Dec, etc.

    2. SENIOR LIST – The month planned to obtain the senior list.

    3. JUNIOR LIST – The month planned to obtain the junior list.

    4. NROTC (SR) - The month planned to make the NROTC (SR) talk.

    5. NROTC (JR) - The month planned to make the NROTC (JR) talk.

    6. CAREER TALK - The month planned to make the Career Talk.

    7. BAND TALK - The month planned to make the band talk.

    8. 1ST SENIOR - The month planned to contract the 1st senior in the school.

    9. ASVAB RESP - Enter "Y" for yes, if the NAVCRUITSTA is responsible for coordinating ASVAB testing in the school. Enter "N" for no, if not.

(c) Ensure all entries are complete and accurate for each working school and make sure the plan meets the DLCPO's Milestones.

(d) The LPO/LCPO returns the completed planning sheets to the LCPO no later than <u>15 July</u> each year. The DLCPO will review the new plan and enter it into the Divisions canvassing plan. By <u>15 August</u> the DLCPO must return them to the LPO/LCPO and recruiters.

(e) The LPO/LCPO reports any errors immediately to the DLCPO.

040311. **KEY PROGRAM ACTION DATES**. Below is a calendar of key action dates. They may require modification based on individual school schedules, Division Leading Chief Petty Officer's Milestones, and the Master Plan. Nevertheless, the following can be a helpful guide:

  a. <u>June</u>

    (1) Attend the high school graduation

    (2) Collect and verify diplomas of graduating Future Sailors

    (3) Obtain a graduate list

(4) Execute POINTS Plan and commence initial visits to working schools

(5) Plan recruiting activities in summer schools

(6) Prepare new <mark>electronic</mark> HS/CC folders for next year's program

(7) Review with the LPO/LCPO next year's Canvassing Plan

(8) Review with the LPO/LCPO next year's Division Leading Chief Petty Officer's Milestones

(9) Begin contracting and processing next year's seniors

(10) Monitor senior Future Sailors for academic progress and referrals

b. <u>July – August</u>

(1) Complete the new Master Plan by 15 July

(2) Identify contacts in the area (Reserve units, Navy League, etc.) that can support and help the program

(3) Finalize the Master Plan by 15 August

(4) Make new <mark>electronic</mark> HS/CC Folders for all working schools

(5) Continue Initial Visits at the end of August

(6) Continue contracting and processing next year's seniors

(7) Monitor senior Future Sailors for academic progress and referrals

c. <u>September – October</u>

(1) Complete Initial Visits to working schools

(2) Update and complete <mark>electronic</mark> school folders for all working schools

(3) Visit athletic directors, coaches, and physical education instructors to promote the Navy's stay in shape policy and NSW/NSO programs

(4) Meet with Band Directors to promote the Navy Musicians Enlistment Option, Band Talks, and auditioning for Navy Band

(5) Conduct NROTC Talks stressing application deadline

(6) Maximize use of Sailors on boot camp leave and HARP Recruiter Assistants in schools

(7) Contract a 1st Future Sailor in each working school

(8) Obtain a student list from each working school

(9) Replenish literature in the school

(10) Monitor senior Future Sailors for academic progress and referrals

d. <u>November – December</u>

(1) Maximize use of Sailors on boot leave and HARP Assistants and work senior Future Sailors for referrals

(2) Monitor senior Future Sailors for academic progress and referrals

e. <u>January – May</u>

(1) Monitor senior Future Sailors for academic progress and referrals

(2) Conduct NROTC talks with juniors

(3) Collect junior names

(4) Participate in Career Days

(5) Conduct Final Visits

(6) Obtain a list for the upcoming senior class

(7) Participate in award ceremonies

(8) Attend graduations

(9) Begin working the future market

(10) Monitor senior Future Sailors for academic progress and referrals

Note: Routinely, when visiting high schools, recruiters are approached by interested underclassmen (juniors, sophomores). Recruiters should invite these interested individuals to selected Future Sailor functions and, once they show up, ask them for senior referrals. They generally will be eager to please and the recruiter will be planting the seed that will continue to grow into the underclassman's senior year. If the underclassman is interested in joining, the recruiter should start a PQS progress tracking sheet for the individual and educate them about the Navy. There is no reason to wait for them to become seniors before the recruiter begins their training.

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SECTION 4

HIGH SCHOOL AWARDS PROGRAM.

040401. **PURPOSE**. This program recognizes outstanding high school students for their achievements in academics, athletics and leadership, and educators for their exceptional support to Navy Recruiting. The program should help build rapport with the school staff and can enhance the success of the high school canvassing program. The focus of the program should be on Tier 1 schools with a senior class of 100 or more students, and, if successful, should produce awards for about five percent of the senior student body.

   a. **Categories**

      (1) **Students**. 11th and 12th grade students enrolled and attending Tier 1 high school programs. The program is optional for other schools/programs at the discretion of the NAVCRUITDIST CO.

      (2) **Educators**. 11th and 12th grade faculty members from Tier 1 programs. Exceptions for 9th and 10th grade faculty members may be considered by the NAVCRUITDIST CO.

040402. **STUDENT AWARDS**. This award is broken down into outstanding scholar, outstanding athlete, and inspirational leadership.

   a. **Outstanding Scholar**. This award recognizes noteworthy academic achievement in one of four sub-categories: Mathematics, Science, Foreign Language, and Computer Technology. Nominees should be exemplary young citizens and role models within their peer group. Award recipients do not have to be "straight A" students; they may well be those students who have shown the greatest degree of academic improvement over the past semester or year.

   b. **Outstanding Athlete**. This award recognizes high school varsity-level athletes who demonstrate honor, courage, commitment, and are positive role models within their peer group. Award recipients are not necessarily the top athletes, but instead are those who are the most inspirational or demonstrate our Navy core values both on and off the athletic field.

   c. **Inspirational Leadership Award**. This award recognizes outstanding leadership, maturity, civic pride, and drive to excel. Nominees should be exemplary young citizens and role models for their peers; the program is not limited to students involved in student government. This award also enhances recruiter rapport with principals, guidance personnel, teachers, and serves to increase student awareness of the Navy's history of strong leadership.

040403. **OUTSTANDING EDUCATOR AWARD**

a. This award recognizes educators who have demonstrated a strong desire to lead students to success and also strongly support Navy Recruiting in many ways, to include:

- Allow classroom presentations
- Promote ASVAB Student Testing Program (STP)
- Allow recruiters to assist with athletic programs, career days, extracurricular school events, and etc.
- Support Navy awareness and are Navy advocates with students and other faculty members.

b. If an educator's efforts lead <u>directly</u> to a referral contract, refer to COMNAVCRUITCOMINST 1650.1, (NAVCRUITCOM Awards Manual).

040404. **REQUESTING AND PRESENTING AWARDS**

a. Recruiters should canvass for potential award nominees throughout the school year and submit Exhibit 040401 through their chain of command for approval. To allow time for preparation and presentation of certificates, end of the school year awards should be submitted no later than date of 1 April.

b. The NAVCRUITDIST CO is encouraged to send or deliver a letter to the high school that outlines the program no later than 1 October.

c. The award is a certificate that can be accessed and downloaded from the Navy Recruiting Quarterdeck. The awards manager will need access to a color printer. The certificates shall be printed on ivory 24lb fine parchment paper. Student awards will be delivered inside a NAVCRUITDIST Command award folder. Educator awards will be delivered inside a Navy padded folder with NAVCRUITDIST logo fixed to the left side. If a concern or problem is encountered with the downloading or edit ability of the certificates, contact COMNAVCRUITCOM (002SD).

d. Awards should be presented by the local recruiter and it is encouraged that other members of the chain of command be present. The primary venue for presentations is school assemblies, awards banquets, graduation ceremonies or similar type events. Presenters should indicate that the award recipients have demonstrated Navy-like qualities, and deserve recognition for setting goals and achieving high standards of academic, athletic leadership, educator performance, etc. The objective of each award shall be to recognize award winners in a professional manner and at the same time take advantage of the opportunity to impress the students and faculty with Navy professionalism and core values.

040405. **RESPONSIBILITIES**

a. NAVCRUITDIST CO

(1) Develop and implement a program at the District level to track and monitor the issuance of awards.

(2) Designate in writing a manager for the High School Awards Program who will be the primary point of contact for all award requests.

(3) Submit Exhibit 040402, which reports the number of awards <u>presented</u> for the past school year, to COMNAVCRUITCOM (N35) no later than 1 August.

(4) Attend at least one awards presentation in each of the NAVCRUITDIST Divisions.

EXHIBIT 040401. **HIGH SCHOOL EDUCATOR AND STUDENT RECOGNITION REQUEST**

From: NAVCRUITSTA _____ Date:_____
To: Commanding Officer, NAVCRUITDIST_____

Subj: HIGH SCHOOL EDUCATOR AND STUDENT RECOGNITION REQUEST

1. Submit this form when requesting Command recognition for the following award types.
- Outstanding Educator
- Inspirational Leadership
- Outstanding Athlete
- Distinguished Scholar

Award Type	Name (Last, First Mi)	High School	Justification for Recognition

APPROVED   DISAPPROVED (CIRCLE ONE)

_____
COMMANDING OFFICER

EXHIBIT 040402. **HIGH SCHOOL EDUCATOR AND STUDENT AWARD SUMMARY RR-OPSRT**

From: NAVCRUITDIST _____   Date:_____
To: COMNAVCRUITCOM N35

Subj: HIGH SCHOOL EDUCATOR AND STUDENT RECOGNITION AWARD
          SUMMARY FOR SY _____

1. Submit form NLT 1 August of each year to reports the past SY award presentation totals.

Award Type	# of awards presented	# of schools with 100 or more seniors	# of seniors within NAVCRUITDIST (STEAM DATA)
Outstanding Educator			
Inspirational Leadership			
Outstanding Athlete			
Distinguished Scholar			
	Total Awards		

_____
COMMANDING OFFICER

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CHAPTER 5

ENLISTED RECRUITING PRODUCTION AND MANAGEMENT SYSTEM

SECTION 1

INTRODUCTION

050101. **BACKGROUND**. The Enlisted Recruiter Production and Management System (ERPMS) is designed for the Leading Petty Officer/Leading Chief Petty Officer (LPO/LCPO) to manage all available resources within the Navy Recruiting Station (NAVCRUITSTA) to achieve goal. The Division Leading Chief Petty Officer (DLCPO) shall train and direct each LPO/LCPO in system use and monitor recruiter production through the LPO/LCPO. When used in conjunction with other available systems, ERPMS can effectively increase production and improve recruiter quality of life.

050102. **PURPOSE**. ERPMS provides production personnel with the tools necessary to effectively plan and evaluate recruiting activities to achieve goal. The following sheets, logs, and planners shall be used by the recruiter, LPO/LCPO, DLCPO, Chief Recruiter (CR)/Assistant Chief Recruiter (ACR), Navy Recruiting District (NAVCRUITDIST) Trainer and Nuclear Field (NF) coordinator to plan and evaluate production requirements:

   a. <u>Monthly Planner/Itinerary</u>. Each CR, ACR, DLCPO, NAVCRUITDIST trainer, NSW/NSO coordinator and NF coordinator shall maintain a monthly planner/itinerary to be published and distributed to each NAVCRUITSTA and key NAVCRUITDIST and Military Entrance Processing (MEPS) personnel (e.g., Commanding Officer (CO), Executive Officer (XO), Recruiting Programs Officer (R-OPS), CR, DIVO, Enlisted Processing Division Supervisor (EPDS), Marketing & Advertising Officer (MAO), Command Master Chief (CMDCM), etc.). Retain current plus previous 12-months.

   b. <u>Station Planner</u>. LPO/LCPO shall retain current plus previous twelve months.

   c. <u>Recruiter's Weekly Planner</u>. Each recruiter will maintain a weekly planner utilizing the Microsoft Outlook Calendar. The recruiter planner reflects the daily prospecting and processing plan, and is used to update the LPO/LCPO's planner during the Daily Production Review (DPR). Recruiters shall retain current plus previous 12-months.

   d. <u>Applicant Log</u>. Will be computer generated for the recruiter, LPO/LCPO, and NF coordinator and NSW/NSO coordinator. The DLCPO shall use the Excel applicant log. Retain current plus previous 12 months.

   e. <u>Production Analysis Training and Evaluation Sheet (PATE)</u>. PATE shall be used to analyze Division, NAVCRUITSTA, and recruiter prospecting and sales performance. Each recruiter, LPO/LCPO and DLCPO shall maintain a monthly PATE sheet based on a three

month rolling period and completed using data collected from the planner and applicant log(s). Each month the PATE sheet is required to be updated with current data no later than the second working day of the month. Retain current plus previous 24 months.

SECTION 2

PLANNERS

050201. **PURPOSE**. Success is measured by results obtained from daily, weekly, monthly, and annual activities. Many people wrongly equate effort with the quantity of time spent at work when it is the quality of time that is important. The planner facilitates proper time management and can determine where time is being wasted and where it can be used to increase productivity.

050202. **SCHEDULING AND PLANNING**. Detailed scheduling and planning focuses effort, reduces conflicts and maximizes productivity time.

    a. Scheduling occurs in response to tasks received from others. For example, the LPO/LCPO directs a recruiter to bring in an applicant for follow-up. The recruiter could easily have wasted productive hours waiting for the applicant to show if this task were not scheduled.

    b. Planning is the primary key to success. Recruiters must be able to construct daily, weekly, monthly, and yearly plans. Recruiters and LPO/LCPOs often find this difficult as they have little practice in plan development. Planning revolves around the two most important tasks for a recruiter: prospecting and selling. Planning shall be coordinated, consistent, and thorough; "If you fail to plan, you plan to fail."

050203. **MONTHLY PLANNER**. Prior to scheduling the DLCPO monthly calendar, it is imperative that the DLCPO thoroughly analyze the specific needs in the areas of PQS qualifications, training, inspections, follow-up visits, DEP meetings, etc., and list the items scheduled for inspection during the station visit. Just as a LPO/LCPO is expected to ensure that prospecting activity occurs as planned, the DLCPO shall make every effort to follow the published calendar. Since all planned activity should be directly related to improving production, there will be times during the month when the plan will require adjustment due to changing production requirements.

Note 1: The XO shall review, adjust, and approve the NAVCRUITDIST trainer's monthly planners.

Note 2: The CR shall review, adjust, and approve the ACR, DLCPO NSW/NSO, DEPCO, NROTC, and NF coordinator monthly planners.

Note 3: The DLCPO shall review, adjust, and approve all assigned LPO/LCPO's weekly planners .

Note 4: NAVCRUITSTA LPO/LCPO's shall review, adjust, and approve all assigned Recruiters weekly planners .

050204. **LPO/LCPO/RECRUITER PLANNER**.   The planner is the primary method for planning and executing daily activities.

   a. The Leading Petty Officer/Leading Chief Petty Officer shall review/adjust the planner on a daily basis during DPR. The planner can be viewed in a variety of ways; laptop, printed copy or on internet.

   b. Required planner documentation at a minimum, will consist of the following:

   (1) Prospecting

   (2) Processing

   (3) Training

   (4) College/High School visits

   (5) SOARs

   (6) Other activity deemed necessary to achieve assigned goal

   c. Planners and category tables shall be maintained for inspection purposes. When a LPO/LCPO or recruiter transfers, a copy of the last 12-months of planners will be retained.

   d. The LPO/LCPO will review each assigned recruiters' planner on Friday showing all scheduled activity for the upcoming week. The LPO/LCPO will also review the next 30 days of scheduled events to ensure adequate preparation has been provided. (This includes college, high school and diversity events, job fairs, luncheons, future Sailor mentoring, etc.) This will allow the LPO/LCPO to monitor activity and help the recruiter work their prospecting plan.

   e. **Station LPO/LCPO will assign prospecting expectations**. These expectations will be documented on the planner.

   (1) On the first production day of each month, the activity for the month and first week will be placed at the very top of the calendar right under the calendar day, (Month = A: 96/0, I: 67/0 Week A: 24/0, I: 16/0). On the second and all consecutive weeks, the activity required for the week will be listed.

   (2) Daily required appointments and interviews documented in the 0800 timeslot of the recruiters' planner. (A = Req'd/Attn, I = Req'd/Attn)

   (3) The LPO/LCPO will monitor activity and make adjustments as needed.

f. Standardized categories will be used with activity entered onto the planner. These are the minimum categories required and will be known as the "MASTER CATEGORIES".

<u>CATEGORY TITLE</u>   <u>COLOR CODE</u>

  1. Prospecting (All)   Orange

  2. Appointment   Yellow

  3. Appointment-NO SHOW Yellow

  4. Appointment-Rescheduled Yellow

  5. Interview   Green

  6. DPR   Blue

  7. Training   Purple

  8. Future Sailors activities/training Red

  9. Recruiter Leave/Special Liberty Maroon

g. <u>Expectations and adjustments</u>. Outlined below is the required documentation for setting up the planner. Results of prospecting activity can be tracked on the table views via Microsoft Outlook.

(1) When expectations are established between the LPO/LCPO and the recruiter, the recruiter will ensure all specific goals will be documented on the planner.

(2) Appointments and interviews will be documented on the planner using the applicant last name, education code and prospecting lead source, (i.e. Sampson 12L PD) and highlighted based on the master category color code.

(3) Rescheduled/Adjusted prospecting activity will be documented on the planner in the rescheduled time slot as follows: RS=reschedule (RS) 12L PH PWR-38001; (RS) 11S PH PWR Millington HS; (RS) PDC 38001. All prospecting will be highlighted in Orange.

(4) Rescheduled/Adjusted appointments will be documented on the planner in the rescheduled time slot as follows: RS-1204 Sampson 16K PH highlighted in Yellow. (<u>RS</u>=reschedule, <u>1204</u>=date of original scheduled appointment, <u>Sampson</u>=prospect last name, <u>16K</u>=prospect ED Code, <u>PH</u>=Lead source)

Note: The initial scheduled prospecting activity/appointment will remain listed in the original time slot. The recruiter will annotate the original prospecting activity/appointment as follows to reflect it was rescheduled: Example of prospecting = 12L PH PWR-38001 (RS to date/time); Example of appointment = Sampson 12L PH (RS-date/time).

050205. DIVISION LEADING CHIEF PETTY OFFICER STATION VISIT

a. The purposes of the DLCPO visit are to provide training, improve production, and present awards. Upon completion of a NAVCRUITSTA visit, the DLCPO is required to submit a NAVCRUITSTA visit report (Exhibit 050203) to the CR.

b. Proper preparation shall be made prior to conducting a NAVCRUITSTA visit. The breakdown of PATE sheets, market for NAVCRUITSTA identification of hot zip codes ("hot zip codes" may vary from one NAVCRUITSTA to another) and any other time consuming tasks should be completed before the visit. This should make the visit more efficient and provide more time for training the LPO/LCPO. Part of the training process includes following up on previously noted deficiencies. This is also a perfect opportunity to increase morale. Above all, Division business should not interfere with the NAVCRUITSTA prospecting plan.

c. One of the most productive days for the NAVCRUITSTA should be when the DLCPO visits. The LPO/LCPO and DLCPO should coordinate with the CR to avoid scheduling conflicts. For long range planning, review the command calendar or Plan of the Week for future dates for meetings, training, and other recurring events.

EXHIBIT 050201. **DIVISION LEADING CHIEF PETTY OFFICER NAVCRUITSTA VISIT CHECKLIST**

NAVCRUITDIV:_____ NAVCRUITSTA:_____

RECRUITERS:_____ LPO/LCPO:_____ QUALIFIED: Y/N

NAVCRUITSTA APPEARANCE

Does the office have a professional appearance?   Y/N

Are government vehicles clean (interior/exterior)?   Y/N

Are recruiters' appearances within military standards?   Y/N

Is PRT and advancement study time implemented?   Y/N

DELAYED ENTRY PROGRAM

Verify DEP status board against number of DEP records in Web RTools and record #.

                                                                          ____

Check new DEP records for RTools, PSVP and Whiteboard completion.   S/U/I

Have contacts been made on all records for the previous month?   Y/N

Have all changes in DEP status been recorded in remarks section?   Y/N

How many DEP Training folders on new Future Sailors been created?   ____

Do DEP Training Folders contain original Whiteboards?   Y/N

How many 72-hour indoctrinations completed this month?   ____

Are 5305's submitted and tracked?   Y/N

Record # of in-month shippers.   ____
Verify 30-day recertification for each.
DLCPO exec a minimum of three during visit.

Record # of next month shippers.   ____
Verify monthly recertification for each.
DLCPO exec a minimum of three during visit.

Record # of shippers two months out.   ____

Previous month's DEP attendance percentage.   ____
DLCPO exec a minimum of three no-shows.

Does every Future Sailor have proper DEP contacts?   Y/N

ERPMS

Have all qualified interviews been executive screened
by LPO/LCPO and documented in RTools?   Y/N

Total # of interviews on applicant log.   _____

Total # of qualified interviews on applicant log.   _____
Exec a minimum of three applicants during visit.
Ask for referrals.

Is prospecting targeted in "hot" zip codes?   Y/N
Exec a minimum of three prospects from "hot" zip codes.
Ask for referrals.

Are School of Area of Responsibility (SOAR) evolutions properly performed? Y/N

Is the NAVCRUITSTA planner complete and up to date?   Y/N

Has the LPO/LCPO effectively developed the station planner
using the recruiters input to accomplish daily activity?   Y/N

Review and document training using last and current month PATE sheets.   Y/N

COMMENTS ON DPR:

_____
_____
_____
_____

Are record status and disposition codes properly recorded on the activities tab? Y/N

Has drill verification been completed on all prior attainments in past 60 days.   Y/N

Is Working Tickler (WT) loaded IAW goaling letter.   Y/N

Count number of duplicate records in system.   _____

SMART

Is the SMART up to date?   Y/N
(NC, QNE, GOAL RECAPS, ETC)

Review and initial electronic School folders.   S/U/I

Verify and review recruiter fair share break down using the All Service Accession
Data (ASAD) from WEBSTEAM?   S/U/I

Percent of WG Market ID?   _____

Percent of WF Market ID?   _____

<u>LEADS</u>
(Web RTools and CIRIMS Web)

Are LEADS contacted within 24 hours?	Y/N
Exec a minimum of three LEADS.	
Ask for referrals.	

Are LEADS consistently attempted until a disposition is made?   Y/N

Are Leads assigned and maintained in a W/T for a minimum of
4 months?   Y/N

Are NALTS/Local LEADS returned within 30 days?   Y/N

Review LEADS ratio with LPO/LCPO using the data from NALTS.   _____

Total # of overdue hot LEADs.   _____

<u>TRAINING</u>

Is Formal/GMT training planned and conducted?   Y/N

Is OJT and follow-up training documented?   Y/N

Is recruiter PQS/Indoc up to date?   Y/N

Has the LPO/LCPO conducted training based upon the weaknesses
documented in the recruiters go forward plan?   Y/N

DLCPO REMARKS AND FOLLOW-UP TASKINGS FOR LPO/LCPO SHALL BE DOCUMENTED ON A TRAINING SYLLABUS:

_____
_____
_____
_____
_____

LPO/LCPO SIGNATURE: _____

DLCPO SIGNATURE: _____

DATE: _____

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SECTION 3

PRODUCTION ANALYSIS TRAINING and EVALUATION (PATE)

050301. **GENERAL**. Recruiting uses standard forms to collect and analyze data and set mission objectives. The collected data helps identify whether enough prospecting was accomplished to meet mission objectives. Analysis of the data will indicate how effective a recruiter was at various recruiting activities (prospecting, screening, selling, processing) and identifies specific strengths and weaknesses. Collecting data is meaningless unless it is accurate and used to make the recruiting effort more efficient.

050302. **CRITERIA**. The PATE Sheet (Exhibit 050301) shall be used to analyze Division, NAVCRUITSTA, and individual prospecting and sales performance. The PATE provides information necessary to conduct proper activity analysis and a baseline for the recruiter, LPO/LCPO and DLCPO to develop an effective prospecting plan. The data for the PATE sheet comes from the past three months applicant logs and planners of the recruiter, NAVCRUITSTA, and Division for the past three months. The following criteria shall be used to build and analyze the PATE sheet:

  a. Each Recruiter, LPO/LCPO and DLCPO and DIVO will maintain a current month PATE sheet. PATE sheets shall accompany the applicant logs for the month in which the activity is being tracked.

Note 1: Retain current plus previous 2 years of recruiter/ NAVCRUITSTA and Division sheets.

Note 2: NAVCRUITDISTs do not maintain applicant logs and shall only review the PATE sheets as needed.

050303. **BUILDING A PROSPECTING PLAN**. The Division and NAVCRUITSTA level-prospecting plans are an accumulation of all recruiter plans. The plans shall be reviewed by the immediate supervisor at the beginning of each month to insure the activity plan is built to support mission accomplishment by utilizing PATE sheet data.

  a. The prospecting plan shall be developed by taking the number of projected new contracts for the month (for each individual recruiter), to include attrition, the number of interviews required for one N/C based off of the recruiter's (ratios) talent level from the PATE sheet, the number of appointments required for one N/C, and the number of processing days left in the month. This information will help determine what is needed to support the mission on a daily basis and build each recruiter's pool of new prospects/contracts. New recruiters shall use the NAVCRUITSTA average to determine prospecting levels until they have developed their own pool of prospective new contracts. This process will normally take 6 to 8 weeks.

  b. The following information should be taken into consideration when building a prospecting plan:

(1) Prospecting/Processing constraints (refer to NAVCRUITDIST Goaling Letter, i.e. TSC I-IIIA, NF, and diversity goals)

(2) MEPS runs, shippers, and previously scheduled activity listed in the planner

(3) Planned recruiting evolutions

(4) School visits

(5) Planned area canvassing. Community events (i.e. fairs, concerts, rodeos, etc.).

Note: The prospecting evolution is performed for three basic reasons:

   a. To fill the applicant log with qualified interviews;

   b. To create Navy awareness;

   c. To gather enough blueprinting information to make a determination if and when to call a person back.

EXHIBIT 050301. **PRODUCTION ANALYSIS TRAINING and EVALUATION (PATE)**

MONTH <u>OCT 08</u>   **RCTR/STA/DIV** <u>CS1 Ames/Medford/Southern</u>

SECTION I PROSPECTING GENERATED

PHONE/LEADS

MONTH	APPT	INTV	PHYS	NC
JUL	11	7	1	1
AUG	12	8	1	0
SEP	11	7	3	2
Totals	34	22	5	3

REFERRALS (RA, RC, RD, RI, RS)

MONTH	APPT	INTV	PHYS	NC
JUL	2	1	0	0
AUG	2	0	0	0
SEP	1	1	1	1
Totals	5	2	1	1

PERSONALLY DEVELOPOED CONTACTS and SOCIAL NETWORKING/ONLINE APP.

MONTH	APPT	INTV	PHYS	NC
JUL	7	4	1	1
AUG	8	4	1	1
SEP	9	5	0	0
Totals	24	13	2	2

SECTION II PROSPECTING SUMMARY (Ratios for 1 New Contract)

	APPT	INTV	PHYS	NC
REQ'D FOR 1 PH NC	11.3	7.3	1.7	1

	APPT	INTV	PHYS	NC
REQ'D FOR 1 REF NC	5.0	2.0	1.0	1

	APPT	INTV	PHYS	NC
REQ'D FOR 1 PD/SN NC	12.0	6.5	1.0	1

SECTION III PROSPECTING PLAN GUIDANCE

A. Monthly Goal

<u>3</u>
NC Total

Monthly Goal by Source Code   <u>1</u> **PH**   <u>1</u> **REF**   <u>1</u> **PD/SN**

B. Total Monthly Activity Required To Achieve Goal (Used to build Prospecting Plan)

APPTS	**INTVS**	**PHYS**	**NC**
28.3	15.8	3.7	3

SECTION IV OTHER ACTIVITY

MAIL OUTS AND WALK-INS

MONTH	INTV	NC
JUL	6	1
AUG	6	0
SEP	6	1
Totals	18	2

RECRUITER SIGN: _____

 LPO/LCPO SIGN: _____   **DATE:** _____

EXHIBIT 050301. **PRODUCTION ANALYSIS TRAINING and EVALUATION (PATE)**

DIRECTIONS

SECTION I: PROSPECTING GENERATED

This section is the three month historical prospecting data broken down into the three primary source codes: PH (Phone), REF (Referrals) to include RA (Applicant), RC (School Counselor), RD (DEP), RI (Center of Influence), and RS (Other Service) also PD (Personal Developed Contacts)/SN (Social Networking/Internet). The Recruiter, LPO/LCPO or Division Leading Chief Petty Officer will place all appointments, interviews, physicals and new contracts in the last three months prospecting activity blocks and totals at the bottom of the chart.

SECTION II: PROSPECTING SUMMARY

This section calculates each prospecting mode into an average number of appointment, interviews, and physicals required to write one New Contract in each of the 3 primary modes of prospecting. These averages are obtained by dividing the total number of appointments, interviews and physicals by the total NC in each prospecting mode respectively. These numbers should be rounded to one decimal place.

SECTION III: PROSPECTING PLAN GUIDANCE

A. Monthly Goal

This Sub-Section the Recruiter, LPO/LCPO or Division Leading Chief Petty Officer will place their monthly goal broken down by each primary source code and place the total of the three source codes in the NC Total block.

B. Monthly Minimum Activity Required to Achieve Goal

This Sub-section includes the total number of appointments, interviews, physicals and new contracts for the current month that the Recruiter, LPO/LCPO or Division Leading Chief Petty Officer is required to obtain to meet the monthly prospecting objectives. This section will add from each primary source code in Section II, the total number of appointments, interviews, physicals and new contracts required based on the three month averages. This section is where the Recruiter, LPO/LCPO or Division Leading Chief Petty Officer will build their daily, weekly and monthly prospecting plans.

SECTION IV: OTHER ACTIVITY

This section provides the Recruiter, LPO/LCPO or Division Leading Chief Petty Officer the three month historical look and total number of interviews and New Contracts written the two remaining source codes MO (Mailouts) and WI (Walk-ins).

SECTION 4

APPLICANT LOGS

050401. **PURPOSE**. The applicant log is used by recruiting personnel to track applicants from initial appointment to final disposition and serves as a training aid. While there is no set number of applicants for a recruiter to actively prospect, the recruiter cannot consistently work prospects that do not qualify for enlistment.

    a. The LPO/LCPO and recruiter, with assistance from the DLCPO, must be selective with targeting/developing the individuals that are being prospected. Quality prospecting will produce quality enlistments.

    b. A prospect is defined as an individual who appears to be mentally, morally, and physically qualified. Prospects that disclose problems with Basic Enlistment Eligibility Requirements (BEERs) during the underlined blueprinting process are not to be considered as interviews until the applicant resolves the disclosed problems. Qualified interviews are defined as prospects who are mentally, morally and physically qualified, and a complete PSVP and Whiteboard was conducted.

050402. **CRITERIA**. Each recruiter, LPO/LCPO, NF coordinator, NSW/NSO coordinator and DLCPO shall maintain a current month applicant log, (Exhibit 050401). All applicant logs shall be updated daily. The following criteria shall be used for annotation of applicant logs:

    a. Recruiter Applicant Log. Enter all sales interviews conducted into Web RTools. Any interview that has been conducted in the previous 12 months and is interviewed again shall be counted as a carryover.

    b. NAVCRUITSTA Applicant Log. Enter all interviews conducted, the NAVCRUITSTA applicant/prospect log will reflect the data from the NAVCRUITSTA recruiter applicant/prospect log(s). Any interview that has been conducted in the previous 12 months and is interviewed again shall be counted as a carryover. The LPO/LCPO is required to conduct a follow-up screening on all qualified interviews entered on the applicant log.

    c. Division Applicant Log. Enter all applicants that appear to be qualified. The DLCPO shall enter all qualified applicants that are listed on each NAVCRUITSTA applicant log as the DPR is conducted. This shall be done daily. The DLCPO must maintain a separate applicant log for each NAVCRUITSTA and update each log during the DPR. This can be accomplished by telephone or in person.

Note: Faxing or emailing of NAVCRUITSTA applicant logs for daily production reviews IS NOT AUTHORIZED.

050403. **NUCLEAR FIELD APPLICANT LOG**. Each NF coordinator shall maintain a current month NF applicant log which can be found on the COMNAVCRUITCOM forms web page. When an applicant who meets initial qualifications for the NF program is identified on the recruiter's applicant log, the DLCPO should contact the NF coordinator to ensure information is recorded on the NF applicant log. This allows the NF coordinator and their supervisors to track all NF applicants being processed who are potential enlistees. The NF coordinator shall total all data at the end of the month and submit the applicant log to the CR for review. Carryover information should not be recounted.

050404. **ANALYSIS OF APPLICANT LOG**. The complexities of planning can sometimes overwhelm the average recruiter because of the number of variables to be considered. Put into logical sequence, the plan is easily understood once an applicant is determined to be qualified. A sense of urgency is essential in getting face-to-face with qualified applicants that can be moved to the next step. Applicant logs must be analyzed by order of priority:

   a. Hot - These are applicants that have a high probability to enlist or have attempted to enlist and are awaiting some form of documentation or medical consultation. These applicants require daily follow-up by the LPO/LCPO.

   b. Warm - These applicants have given a favorable response to the recruiter's proposal, but need time to think about it or consult with a significant other prior to making a decision. These applicants require daily LPO/LCPO/recruiter attention.

   c. Cold - These applicants are basic follow-ups that declined or were not qualified at the time of interview. A waiting period may be required prior to continued processing. These applicants require daily recruiter attention to determine if circumstances have changed.

Note: The key is to always have applicants on the applicant log to contact. The recruiter should try every day to move applicants from cold to hot priority. Recruiters who have no interviews on their applicant log require immediate attention to determine shortfalls in their prospecting. The DLCPO shall determine the level of attention required to get the recruiter back into a productive mode.

EXHIBIT 050401. APPLICANT LOG

APPLICANT LOG																			
DIV / STATION / RECRUITER															**MONTH / YEAR**				
Recruiter / Component Active/Reserve	# of APPT	INT DATE	Name (Last First MI) SSN	PHONE #'S	INT COD	AGE	RECODE RATE	PROG CAT	DEPN	ED LV	EST	ASVAB Score DATE	NAPT	PHYSICAL PASS	TMR	FAIL	WVR	RESRVN NUMBER	NC DATE	DISPO	Remarks
Rate/Name	1	C/O	BITZ, JOSEPH L.	C-303-435-1441			RE1	CBV				89								
active		6/12	XXX-XX-3333	H-303-400-4444	RP	38	CM3	A1	2	12L	99	11/5	55	11/5				cm123456	6/12	

Total: 1   Total Physicals: 1   Total Contracts: 1

INT CODES
PH PHONE
RL LOCAL LEAD
RN NATIONAL LEAD
RD DEP REFERRAL
RA APPLICANT REFERRAL
RI COI/COUNSLOR
RS REFERRAL OTHER SERVICE
PD PERSONALLY DEVELOPED CONTACT
RP RAP/HARP/SEMINAR
SN SOCIAL NETWORKING
WI WALK IN

Disposition Codes
AFF Affiliation
C/O Carry Over
DECL Decline to enlist
DEP Delayed Entry Program
DIR Direct Ship
ENL Enlistment
EOS Enlisted Other Service

NBQ Not BEERS Qualified
NME Not Morally Eligible
NMQ Not Mentally Qualified
PMR Permanently Medically Rejected
QNE Qualified, Not Enlisted
TMR Temporary Medically Rejected

Waiver Codes & Authority
1 Re Code   N NAVCRUITDIST
2 Dependency   A Area
3 Accession   R Region
4 Medical   C
   COMNAVCRUITCOM
5 Civil   P Pers
6 Drug / Alcohol   B BUMED

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SECTION 5

DAILY PRODUCTION REVIEWS

Recruiters prospect to fill the Applicant Log with good, quality interviews. Recruiters do interviews to write new contracts to support the Navy's manning objectives.

050501. **GENERAL**. The Daily Production Review is one of the most critical operations in a Navy Recruiting Station. It allows the chain of command to review, plan, adjust, and train to recruiting activities. The DLCPO and LPO/LCPO must be able to explain the following questions:

   a. What is the status of any remaining shippers for the current and next out month?

   b. How many production days are available for the remainder of the month?

   c. How many new contracts are necessary to attain the NAVCRUITSTA, Division and NAVCRUITDIST mission?

   d. What program goals still need to be filled to attain NAVCRUITSTA, Division, and NAVCRUITDIST mission?

   e. What is each recruiter's fair share of the NAVCRUITSTA mission?

   f. Is the current prospecting plan working or are adjustments necessary?

   g. On average, how many new interviews are needed to obtain a new contract?

   h. Are there any constraints in certain programs, sub-goals, or mental categories? Are there any scheduling problems or special circumstances?

050502. **DAILY PRODUCTION REVIEW FROM LPO/LCPO TO RECRUITER**. As each new recruiter checks into the NAVCRUITSTA, the LPO/LCPO must train the recruiter on how to prepare for, and what to expect during the DPR. Additionally, the LPO/LCPO should make note of the questions that are repeatedly asked by the DLCPO during the LPO/LCPO to DLCPO DPR. Although questions may vary from day to day, certain standards will appear over time. As a guideline of what to expect from the DLCPO, review the DLCPO to LPO/LCPO DPR discussed in this Chapter.

   a. The formal DPR shall be held a minimum of once each workday. This is the single most important daily interaction between the LPO/LCPO and recruiter and should not be changed if possible. Begin the DPR in an uncluttered environment and assign another recruiter to answer the telephone and take care of the office. The more prepared the LPO/LCPO is during the DPR, the more efficient the recruiter will perform.

b. Applicant follow-ups shall be done in a timely manner; training deficiencies shall not become production problems.

c. The LPO/LCPO shall continually check on the recruiter's progress throughout the day, as needed, to ensure the plan is being accomplished as approved, and that the desired results are being achieved.

d. In addition to conducting a formal DPR with the recruiter, the LPO/LCPO shall review the following items:

(1) The recruiter's Applicant Log for any new appointments or interviews.

(2) The Planner to ensure the interview/appointment is logged.

(3) Remarks section for the next scheduled processing activity.

(4) MEPS processing schedule.

(5) Working Tickler for proper filing of records and to review blueprinting information of applicants.

(6) Records of applicants with New Contract date for completion of DEP-in procedures.

(7) Number of interviews held to date. Are there sufficient interviews/new contracts to meet recruiter's fair share of station goal/personal goals? The LPO/LCPO needs to be aware of this before going any further.

(8) How many interviews did the recruiter conduct today and were Whiteboards completed for each interview?

(9) All records loaded in the Working Tickler and ensure they comply with prospecting requirements in the NAVCRUITDIST Goaling letter.

(10) LEADS to ensure they are being actively worked. Qualified LEADS are to be maintained in the Working Tickler for four months or until enlisted, whichever comes first. Once the disposition is obtained on the prospect, the card shall be placed in the appropriate market segment file.

(11) Ensure that no records are in the Working Tickler with a Working Tickler date older than five days. This is the first sign of a follow-up problem.

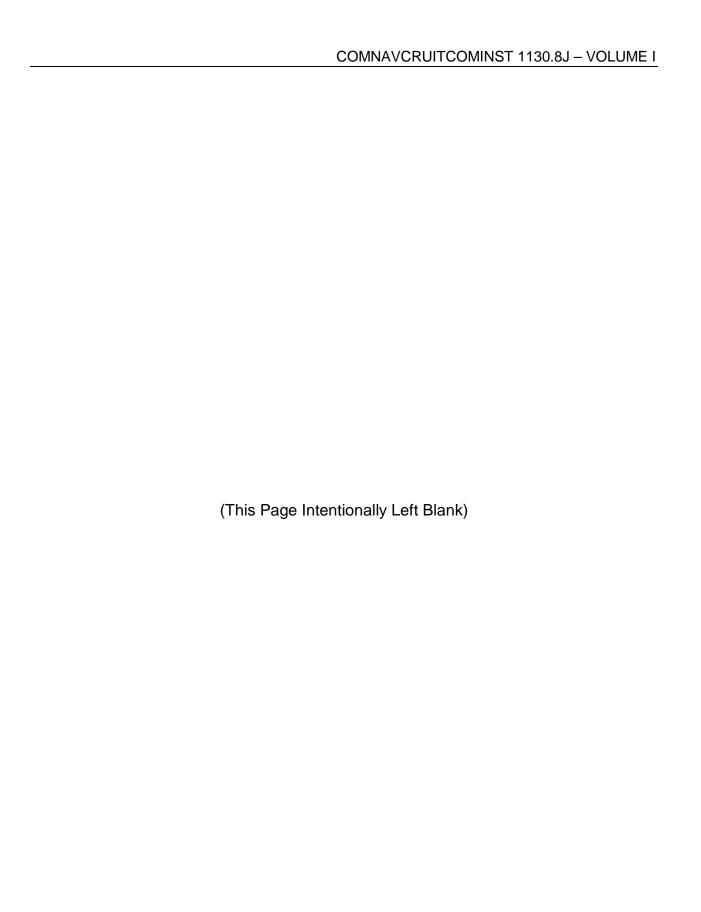(12) Ensure all known activity and new commitments are logged on the planner.

(13) Ensure the Station Planner is updated and that any scheduling conflicts are resolved.

(14) Ensure all DEP records are scheduled for the required monthly contacts. Schedule executive interview with LPO/LCPO for DEP personnel who will ship to RTC in the next 60 days.

(15) The LPO/LCPO has the final decision on the placement of all records. Recruiters are not authorized to control Working Ticklers.

050503. **DLCPO TO LPO/LCPO DPR**. The purpose of the DLCPO daily production review is to determine whether the NAVCRUITSTA is following the prospecting plan and is on track to attain all assigned goals.

a. The depth and frequency of the DPR will depend to a great extent on the experience level of the LPO/LCPO. Normally, the production review is accomplished daily however, DPRs for experienced LPO/LCPO's may only need to be held every other day or twice a week.

b. The following items shall be completed in addition to the formal DPR:

(1) Review new appointments and interviews that were held since the last DPR and ensure that all entries are correct. Review Basic Enlistment Eligibility Requirements (BEERs), discuss how the interviews went, and determine the next scheduled step in the process. Is executive follow-up required?

(2) Review previous entries to the applicant log. Ensure that the next processing step is scheduled, accomplished or has a disposition. Is Executive follow-up required?

(3) Have applicants been scheduled for processing on the Applicant Processing Log (APL) at MEPS?

(4) Does the recruiter have all the BEERS documents?

(5) If required, does the recruiter have parental consent?

(6) Is the kit completed or when will it be?

(7) Were there any problems with processing today?

(8) How many interviews did the recruiter have scheduled for today?

(9) How many interviews did the recruiter conduct today?

(10) Were "no show" and decline interviews followed-up?

(11) If rescheduled, what date, where and with whom?

(12) Were adjustments made on planner for prospecting shortfalls?

(13) How many interviews are scheduled for tomorrow? (When, where, and with whom)

(14) What modes of prospecting were used?

(15) What were the names of the referrals?

(16) How can I help? Is there any required training to be conducted?

(17) What activities (PRE) were projected/accomplished today?

(18) What does tomorrow's prospecting plan look like?

(19) What prospecting modes are scheduled?

(20) What market are we prospecting in?

(21) Has any required follow-up prospecting been accomplished?

(22) Did the recruiter receive any LEADS today? What is the status of overdue LEADS?

(23) Is the Working Tickler loaded in accordance with the NAVCRUITDIST Goaling letter?

(24) Have all Future Sailor contacts been accomplished per COMNAVCRUITCOM guidelines?

050504. **CR/ACR TO DLCPO DPR**. The purpose of the DPR between the CR/ACR and DLCPO is to determine if the DLCPO has an effective Prospecting Plan and if the Division is on track to attain all assigned goals. The depth of each DPR will depend on the experience level of the DLCPO. Develop a schedule that is mutually agreeable. The CR/ACR must have a thorough understanding of the production level of each Division to determine the following:

   a. Status of all Eligible Applicants. Review the status of all applicants scheduled to process in the next three days (as a maximum) to include validation of all enlistment requirements and medical blueprinting that may affect conversion percentages. If necessary, or if trend analysis dictates, determine if steps were taken to identify and correct individual station weaknesses and to make adjustments for processing shortfalls.

   b. Prospecting Results. Do the efforts expended reflect the result achieved? Are appointments and interviews being attained? Does the DLCPO know the disposition of all new interviews? Is follow-up needed and is it scheduled and conducted (i.e., need to talk to parents, need to schedule another face-to-face for new objections)? From which market segments are interviews being attained? Review results of the Prospecting Plan for each Division and identify areas on which to have the DLCPO follow-up with executive screening (i.e., declined interviews, QNE's, LEADS).

   c. Status of Near Term Shippers. Which shippers need to have additional executive follow-up by the DLCPO and/or CR/ACR? The health of the entire Division DEP pool should be discussed weekly. Discuss problems with the DEP (i.e., refusal to obligate, medical, moral, etc.) and actions taken to correct them. Short range, the DLCPO and recruiter should focus on problems with shippers within the next 30 days and long-range look at the entire DEP pool. Ensure follow-up is being completed.

   d. Action to be Taken. Inquire what adjustments were made for missed activity. Based on the above information, determine training needs for the DLCPO and/or LPO/LCPO, and provide guidance and schedule follow-on training for upcoming division/station visits.

Note: If the CR/ACR is going to conduct training with a LPO/LCPO, then the DLCPO should be present to ensure follow-up for the training held is conducted.

   e. Entire Command's Performance. The CR/ACR and the DLCPO should be constantly reviewing the performance of each individual to ensure that the command's expectations are met. If not, the chain of command must analyze and determine the cause of each person's shortfalls. Avoid focusing primarily on the short term; instead consider long-range performance (i.e., three months, six months) to determine manning discrepancies and division/station trends. Inquire from each DLCPO if there is a need for additional training/support (i.e., CO/XO/R-OPS BZ's, CR/ACR visit, NAVCRUITDIST/Region Trainers, logistic support, CMC visit, performance, personal or personnel problems).

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CHAPTER 6

SALES

SECTION 1

SELLING NAVY

060101. **INTRODUCTION**. Recruiters shall make it clear only highly qualified Prospects are accepted for entrance into the United States Navy Active or Reserve Component and is conditional upon their qualifications and the needs of the Navy.

Selling Navy requires prospects be interviewed to determine their pressures, plans and problems so they can be supported by the Navy's opportunities, advantages, references and unique values to the Prospect. Ensure objections are properly handled and the sale closed by winning the commitment and continuous mentoring throughout DEP. To bring this process to a successful conclusion, recruiters shall consider the following prior to completing the sales process:

    a. Proven sales best practices

    b. Collaborative approach

    c. Leveraging genuine relationships

    d. The Navy's unique value to the Prospect

060102. **THE VALUE ORIENTED RECRUITING "VALOR" SELLING PROCESS**

    a. This process helps to evolve the Prospect into a Sailor in a way that focuses on the unique value of the Navy to the Prospect. Conducted properly, it will yield a competitive advantage for the Navy. It includes the following:

    (1) The Recruiting Roadmap. The Recruiting Roadmap defines Navy-specific recruiting best practices. The Recruiting Roadmap defines "what" the recruiter does in each phase of recruiting.

      (a) Engage the Prospect. You can't sell anything until you engage.

      (b) Assess the Prospect's potential for the Navy.

      (c) Connect . Positioning the Navy's opportunities in a way that is meaningful to the Prospect..

      (d) Reveal the value of the Navy.

(e) <u>Win</u> the commitment.

(f) <u>Mentor</u> the Future Sailor/Collegiate throughout the Delayed Entry Program.

NOTE: Within VALOR each phase is supported with success milestones to assist the recruiter with the decision to advance to the next phase of the sales process, utilizing the Prospect Engagement Skills.

(2) <u>Prospect Engagement Skills.</u> The Prospect Engagement Skills are the "how" of the VALOR sales process. The Prospect Engagement Skills are woven throughout all of VALOR.

(a) <u>Discovery.</u> Understanding the Prospect's wants, needs, and decision criteria by asking value-focused questions.

(b) <u>Alignment.</u> Building genuine relationships by connecting the Navy's opportunities with the Prospect's problems.

(c) <u>Positioning.</u> Creating a perception of the Navy's opportunities by helping the Prospect recognize the Navy's advantages.

(d) <u>Distinction.</u> Developing a Prospect's preference for the Navy by distinguishing the uniqueness of the Navy's value for them.

(e) <u>Collaboration.</u> Working together with your Prospect throughout the recruiting process and mentoring then throughout DEP.

(3) <u>Conversation Starter.</u> Conversation starters help "break the ice" to earn the right and gain permission to have a conversation. Once you have determined he or she is viable, you continue with "Sales Starters".

(a) Family

(b) Occupation

(c) Recreation

(c) Mutual Acquaintance

(4) <u>Sales Starters-3 W's</u>. A conversation demonstrates your interest in the person and willingness to Engage. It demonstrates your intent to dialog with the Prospect on their success and well being. To help organize your opening statement think of the three "W's".

(a) Why are we talking?

(b) What are we going to talk about?

(c) What's in it for me ? (from the prospect's perspective)

(5) <u>Prospect-Specific Value Proposition (PSVP)</u>. PSVP is a personal, unique, and specific communication focusing on the Prospect's circumstances and then ties the value of the Navy to the Prospect's wants and needs. The PSVP builds a case for "why Navy". The PSVP will help build credibility and a genuine trust-based relationships with your Prospects as you work together through the recruiting process. The PSVP is a seven step collaborative process.

(a) <u>Prospects Pressures</u>. What circumstances are causing the Prospect to consider the Navy?

(b) <u>Prospect's Plans.</u> What is the Prospect doing to try to change his/her situation and circumstances?

(c) <u>Prospect's Problems.</u> What types of challenges is the Prospect encountering to make his/her plans a reality?

(d) <u>Navy's Opportunities.</u> How will the Navy enable the Prospect to solve his/her problems to achieve his/her plans ?

(e) <u>Navy's Advantages.</u> How specific Navy opportunities exceed options the Prospect is considering?

(f) <u>Navy's References.</u> Which other individuals with similar pressures, plans, problems has the Navy equipped and enabled success?

(g) <u>Navy's Unique Value.</u> The Prospects emotional realization that the Navy will enable him/her to achieve plans and relieve pressures.

(6) <u>Discovery Questions</u>. Discovery questions are used throughout the recruiting process and effective discovery questions can make all the difference in a Prospect Engagement.

(a) <u>Open–Ended.</u> Requires more than a limited response and encourages discussion.

(b) <u>Closed-Ended.</u> Requires a specific or limited response and discussion.

(c) <u>Thought Provoking.</u> Causes the Prospect to reflect and think.

(d) <u>Value-Focus.</u> Discovers what the Prospect values.

(7) Prospect's Objections. The following are the four types of objections recruiters face:

(a) Apathy : "I don't care" or "I'm not interested in hearing more". Apathy occurs when a Prospect is happy with their current situation or resisting the recruiter's effort to advance the conversation. The Recruiter must try to get the Prospect to express a pressure, plan, or problem. The desired outcome of handling an apathy objection is to gain commitment to move forward.

(b) Doubt : "I don't believe". It occurs when a Prospect does not believe or doubts what the recruiter is saying or what the Navy can offer.

(c) Confusion : " I don't understand". Confusion occurs when a Prospect does not believe the Navy can deliver or provide something the Navy actually does.

(d) Obstacle: "I don't like". Obstacle objections occur when a Prospect does not like something he/she will have to do or circumstances he/she will be faced with if he/she joins the Navy.

(8) Handling Prospects Objections. Typically when a Prospect raises an objection, we tend to jump to a response. You cannot effectively respond to an objection until you recognize what type of objection it is, relate to it, and realize the real source of the issue. Only then can you effectively respond and reinforce value.

(a) Recognize means to determine the type of issue by actively listening.

(b) Relate means to empathize with the Prospect by restating what you heard for clarification.

(c) Realize means to discover the source of the issue by asking open and closed discovery questions.

(d) Respond means to address the issue by aligning relevant Navy opportunities with the issue.

(e) Reinforce means to strengthen the value by positioning the potential value of the Navy for the Prospect.

060103. **NAVY OPPORTUNITIES**. How the Navy enables the Prospect to solve his/her Problems and achieve his/her Plans. Purpose: To collaborate with the Prospect on how best to solve his/her Problems and achieve his/her Plans.

a. Navy Opportunity Categories. There are six categories of how the Navy enables the Prospect to solve his/her problems and achieve his/her plans.

(1) <u>Training</u> = How the Navy works with the Prospect to acquire skills he/she needs.

(2) <u>Resources</u> = How the Navy provides technology and infrastructure to help the Prospect meet his/her wants and needs.

(3) <u>Experience</u> = How the Navy helps the Prospect grow and do things not otherwise possible.

(4) <u>Benefits</u> = How the Navy provides benefits and services during and after his/her service.

(5) <u>Relationships</u>= How the Navy helps the Prospect be enriched by new Relationships.

(6) <u>Brand and Reputation</u>= How the Navy provides a rich tradition and embodies the core values of "Honor, Courage, and Commitment."

   b. <u>Whiteboard.</u> The Whiteboard value conversation brings the PSVP to life. It is a powerful way to engage a Prospect in a conversation and give him/her a visual image. The whiteboard is constructed on anything that starts off blank and can be written on example: Napkin, MRI, etc. The top half of the Whiteboard is all about the Prospect. The bottom half of the Whiteboard is all about the Navy.

(1) Draw two lines, one horizontal and one vertical, to create 4 quadrants on the page.

(2) Draw a circle in the middle and write value in the circle.

(3) List the Prospects pressures in the upper left quadrant.

(4) List the Prospects plans in the upper left quadrant.

(5) List the Prospects problems in the upper right quadrant.

(6) In the bottom right quadrant, list the opportunities that are meaningful to the Prospect.

(7) The Navy opportunities listed should connect to the Prospects problems that help the prospect to achieve their plans.

(8) Still in the bottom right quadrant, list Navy advantages. Advantages should be positioned in a way that emphasizes competitive advantage and provide specific details on BBETRR category of Navy opportunities.

(9) List one or two references (successes) in the middle of the bottom.

(10) in the bottom left quadrant, list things that deliver unique value to this Prospect. The Navy's unique value should connect to the Prospects plans.

    c. POINTS Planner. The POINTS Planner is a tool to determine recruiter readiness for a meeting with an individual and/or influencers. There are five main areas of emphasis to be used when developing the POINTS Planner. These five areas are:

    (1) Purpose. Why are we meeting with this individual and his or her influencers?

    (2) Outcomes. What do we hope to accomplish in this meeting?

    (3) Intelligence. How much do we know about this individual?

    (4) Needs. What does this individual need and want from the Navy?

    (5) Teams. Who is participating in this meeting from both the Navy team and the individual's team?

    (6) Strategy. What is our strategy to ensure a successful meeting?

060104. **COACHING IN NAVY RECRUITING**. The day-to-day operations of Navy Recruiting Stations and Divisions can be complex. It is essential recruiters consistently analyze sales tools and techniques. Additionally, these observations should be used as opportunities for coaching peer to peer as well as up and down the organization.

    a. Go Forward Plan. The purpose of the Go Forward Plan (GFP) is to develop and commit to an individual action plan for the application of the skills learned in Valor Sales Training and to share the plan with leadership. The GFP is to be completed in accordance with COMNAVCRUITCOMINST 1500.4 and 1136.2.

    b. The following is a brief list of what sales coaching is and is not:

    (1) Sales Coaching is a process for accessing salespeople and enabling them to optimize their skills and abilities, maximizing their individual performance

    (2) Sales Coaching is not a "one size fits all technique" but it is based on the individual needs of the recruiter.

    b. Roles of the Sales Coach:

    (1) Gain awareness

    (2) Take appropriate action

    (3) Maximize performance

c. Sales Coaching provides guidance, support, and encouragement, ultimately boosting confidence and maximizing performance.

d. To equip and enable effective sales coaching you need to be **willing** and have **ability**.

e. The VALOR Coaching Process is a four step process:

(1) Engage and Focus. Creating a comfortable coaching environment for both the coach and the person to be coached.   (2) Clarify and Validate. The coach moves the individual from the vague to the specific by using discovery questions to clarify and validate assumptions and conclusions.

(3) Assess and Connect. The coach evaluates the situation with the individual by assessing ideas, priorities, options, and resources then connecting them into strategies.

(4) Action and Follow Up. The coach gains concurrence on specific next steps, resulting in action plans and follow-up with the individual to review and measure execution.

NOTE: VALOR Sales Coaching is focused on coaching to the VALOR tools - The Recruiting Roadmap, The PSVP, The Whiteboard, and the POINTS Plan. Sample coaching questions can be found on the N7 page of the Recruiting Quarterdeck.

060105. **SUMMARY**. The VALOR sales coaching process reinforces VALOR processes, skills, and tools. Recruiters shall keep the Navy's Core Values in the forefront of their activities and be aware of COMNAVCRUITCOM's Mission Statement and Priorities as they accomplish their duties. As leaders in the Navy we must ensure a quality program is in place at all levels of our production chain.

> *"Leadership is understanding people and involving them to help you do a job. That takes all the good characteristics, like integrity, dedication of purpose, selflessness, knowledge, skill, implacability, as well as determination not to accept failure."*
> *(Admiral Arleigh A. Burke)*

EXHIBIT 060101. RECRUITER GENERATED PROSPECTS ISSUES DIAGRAM

Phone Prospects (PH)
How well does the recruiter dedicate time to their scheduled phone prospecting?   How well does the recruiter penetrate the market utilizing the phone?   How well does the recruiter interact with the prospect or family members on the phone?
Personally Developed Contacts
How comfortable is the recruiter when approaching people and starting a conversation?   How well does the recruiter utilize their scheduled PDC prospecting time?   How well does the recruiter represent the Navy in appearance and military bearing while Personally Developing Contacts?
DEP Referral Prospects (RD)
How well does the recruiter motivate the Future Sailor's to provide quality referrals?   How well does the recruiter motivate the Future Sailor's family and other sources to assist in the recruiting effort?   How well does the recruiter utilize the Future Sailors to interact with peers during school visits and public events?   Does the recruiter ask Future Sailors for referrals?
Marketing
How well does the recruiter utilize all available data (WEBSTEAM, Lists, Reports, etc.) to maximize penetration into productive markets?   How well does the recruiter assist in ensuring that school lists are obtained to identify the market and placed in R-Tools for recruiter generated prospecting evolutions?   How well does the recruiter understand the Navy's marketing campaign (slogan, advertising, brochures) and current recruiting priorities (as set forth by COMNAVCRUITCOM) to support "Delivering the right kind in the right numbers at the right time"?   How well does the recruiter assist in the marketing effort through RAD placement during school and area canvassing evolutions?

EXHIBIT 060102. **PROSPECTING SKILLS AND ANALYSIS ISSUES DIAGRAM**

Prospecting Skills
How well does the recruiter present the Phone/PDC and the LEADS follow-up script to include voice volume and emphasis?
How well does the recruiter execute the model for handling indifferent prospects? How well does the recruiter obtain blueprinting information from uninterested, indifferent prospects and their family members?
Database Utilization
How well does the recruiter utilize the assigned database? How well does the recruiter analyze the applicant log for quantity, quality and sales process issues? How well does the recruiter understand and utilize the sales activity function of the assigned database if applicable?
PATE Utilization
How well does the recruiter understand and utilize each section of the PATE to maximize prospecting effectiveness and build a prospecting plan? How committed is the recruiter to ensure accuracy of PATE data so that efficient and effective training can be facilitated?
Time Management and Planners
How well does the recruiter understand the mechanics of proper planning to prospect effectively? How well does the recruiter attempt to follow a plan throughout the week and prioritize changes? How well does the recruiter document and plan future known events to ensure Navy participation? How well does the recruiter plan prospecting events and reschedule missed activity to ensure mission attainment?

EXHIBIT 060103. RECRUITER PROVIDED PROSPECTS AND CANVASSING

National Leads (RN)
How committed is the recruiter to contact every lead within the required 24 hours?
How well does the recruiter track leads though the working tickler for four months?
How well does the recruiter follow-up with national leads or pass to NROTC or officer programs?

Local Leads (RL)
How committed is the recruiter to contact every lead within the required 24 hours?
How well does the recruiter track through the working tickler for four months?
How knowledgeable is the recruiter on how to approach a local lead (looking for a job vice the Navy)?

Other Leads
How committed is the recruiter to contact and properly disposition all leads?
How well does the recruiter track all leads through the assigned database?

Other Referrals (RA, RP, RI, RS)
How well does the recruiter remember to continuously ask individuals for referrals?
How committed is the recruiter to establishing a network of individuals to provide referrals?
How well does the recruiter ensure that providers of referrals are recognized via the chain of command?
How well does the recruiter employ RAP, HARP and SEMINAR personnel to expand the referral base?

SOARS and School Canvassing
How well does the recruiter execute a canvassing plan to include pre-prospecting and follow-up on leads?
How well does the recruiter interact with school personnel? Does the recruiter actually do lunch room set-ups and in-class presentations on a routine basis? Is there a systematic approach?
How well does the recruiter interact with local community spheres of influence to spread Navy awareness, especially in productive areas?